



# LIVESTOCK DEVELOPMENT CORPORATION LIMITED STRATEGIC PLAN

2025-2030



MINISTRY OF LIVESTOCK



LIVESTOCK DEVELOPMENT  
CORPORATION LIMITED

Sustainable Roadmap to Contribute to the  
Growth of PNG's Economy to K200 Billion and  
Create 1 million Jobs by 2030



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**MINISTRY OF LIVESTOCK**

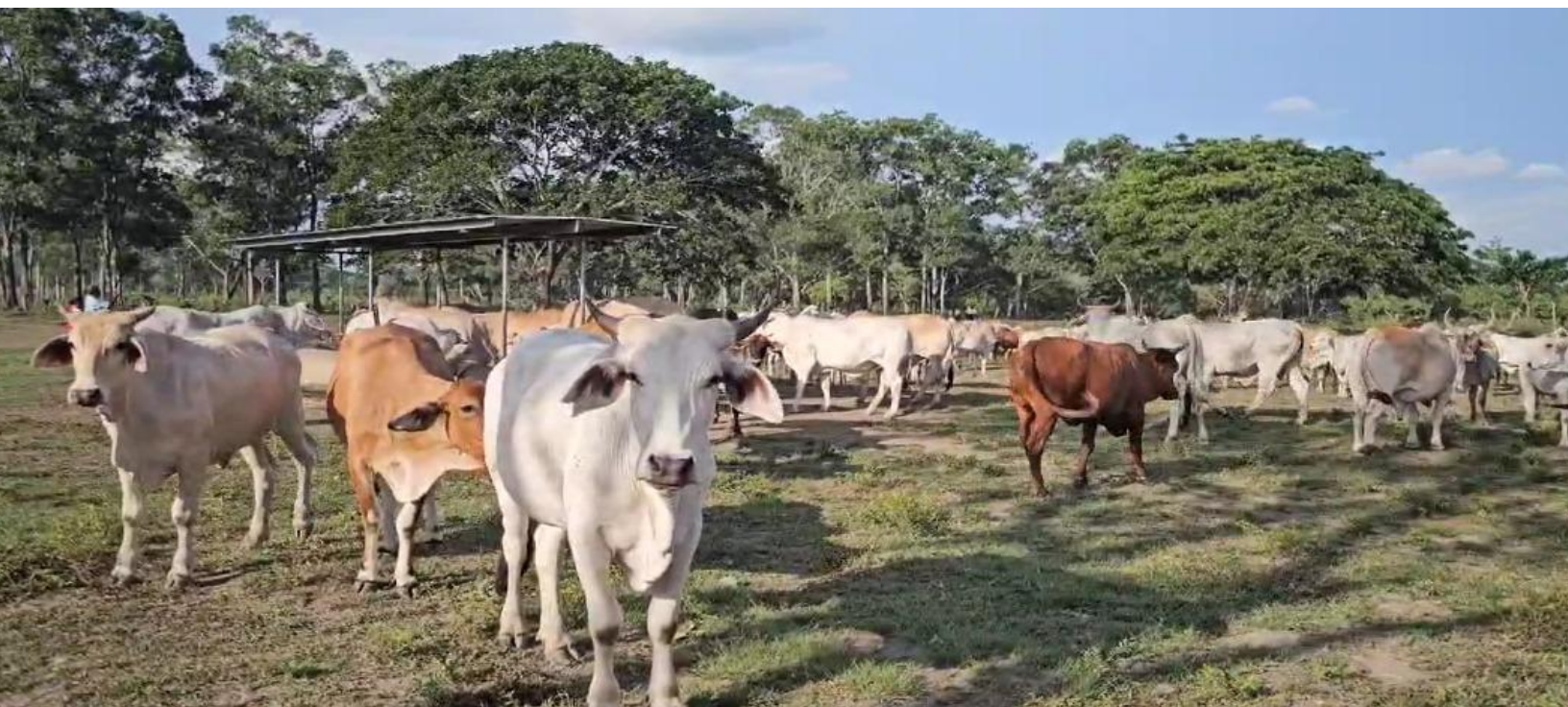


**LDC**

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January 2025



## VISION

Transforming the Livestock Sub-Sector to be Economically  
Smart and Sustainable in Papua New Guinea.

## MISSION STATEMENT

Transform, develop, promote, and support the livestock industry  
in PNG that will maximize financial benefits for all livestock  
farmers and stakeholders.

## CORE VALUES

1. **Integrity:** Upholding honesty, transparency, and accountability in all interactions and obligations of the services and products we provide.
2. **Innovation:** Embracing innovative ideas, technologies, and approaches to improve livestock industry development.
3. **Sustainability:** Promoting environmentally friendly, socially responsible, and economically viable practices.
4. **Collaboration and Teamwork:** Building strong partnerships with farmers, government, private sector, and development partners.
5. **Wealth Creation:** Capacity building, job creation, healthy, value-added, wealth
6. **Community empowerment:** Valuing diversity, inclusivity, and the well-being of farmers, communities, and stakeholders.



## FOREWORD BY THE MINISTER FOR LIVESTOCK



I am honoured to announce the first ever Strategic Plan for Livestock Development Corporation Limited (LDC) to be implemented between 2025 and 2030 and this plan sets a solid foundation beyond 2030. It is a milestone achievement for LDC, Ministry of Livestock (MOL) and the people of Papua New Guinea.

The current Government under Medium Term Development Plan IV (MTDP) 2023-2027 aims to raise the economy to K200 billion and create 1 million jobs by 2030. The agriculture sector contributes 14% of PNG's Gross Domestic Product (GDP). The MOL and LDC will contribute to this GDP and deliver the government's aspirations stipulated in MTDP IV and National Agriculture Sector Plan (NASP) 2024-2033.

This strategic plan is aligned with the National Government's Vision 2050, MTDP IV 2023-2027, NASP 2024-2033, Livestock Policy and other strategies and policies applicable to improving and growing the livestock industry in Papua New Guinea.

Livestock industry is a sleeping giant, and no successive governments have taken the bold decision to improve. This is due to absence of adequate legislation and policy directions.

To revive and invest in the livestock industry the current Marape – Rosso Government had created history by establishing new Ministry of Livestock and establishment of Livestock Industry (Development) Authority.

This is the right direction the government has taken to mitigate all challenges PNG livestock industry has been facing in the last 50 years.

This plan is a long overdue and special gratitude to the current LDC Board of Directors and the Management for successfully completing it. I urge the management and staff to diligently and objectively participate and deliver the expected outcomes stipulated in this plan so that we can make difference, and the people of PNG can see tangible results.

I am optimistic that this plan will change the image of livestock industry by reviving all facilities including abattoirs, farm equipment, research, training of farmers and staff skills and reclaim land from illegal settlers.

We must work together with our partners and stakeholders to make PNG the top producer of livestock products in the Western Pacific region.

.....  
**Hon. Sekie Agisa, MP**  
MINISTER FOR LIVESTOCK  
Member for South Fly Electorate



## STATEMENT BY CHAIRMAN



The Livestock Development Corporation Pty Ltd (LDC) was first established through a National Executive Council Decision NG 75/82 in 1982 was 100% owned by the Independent State of Papua New Guinea. It was operated by the Department of Agriculture, Livestock and Fisheries (DASF) and later into Department of Agriculture and Livestock (DAL). The mandate was to operate as a self-funding state-owned commercial entity that will have the capability and capacity to own, operate and manage livestock stations, abattoirs and other related facilities throughout the country.

However, it did not meet its intended purpose and was stagnant for more than 30 years due to the absence of adequate legislation, policy directions and strategies from successive Governments. Failure in these critical areas resulted in no research and development programs, lack of breeding programs, high cost of production, lack of extension and advisory services, and no staff training and development and easy access to cheap protein imports from overseas.

As a result, the commercial production of livestock including beef cattle, dairy cattle, piggery and poultry in the country is largely done by the private sector to meet domestic demand but still not sufficient. Therefore, huge tons of cattle, piggery, and poultry meat were imported into the country.

According to National Agriculture Sector Plan 2024-2033 PNG produces 16 000 tons of meat and imports 67,307 tons of meat per annum valued at K392 million.

The National Government directives through MTDP IV and NASP are to have large-scale commercial cattle breeding and farming, poultry, piggery and other ruminants and produce 60 000 tons of meat by 2027 to meet the domestic demand. MTDP IV and NASP projected K4 billion as targeted investment to meet this target and improve the livestock industry. The current Board had approved the development of this Strategic Plan 2025-2030. The plan is aligned MTDP IV 2023-2027, NASP 2024-2033, Livestock Policy and Vision 2050. This plan is a light to the pathway of LDC's new vision "smart and sustainable livestock industry in PNG" and will guide Ministry of Livestock, Livestock Industry Authority and LDC to improve the livestock industry in PNG in collaboration with PNG stakeholders and international partners.

This strategic plan has seven Strategic Priority Areas (SPAs) which include Enhance Institutional Capacity and Governance, Facilitate Growth of Livestock Industry in Papua New Guinea, Sustainable High Quality Livestock Production, Establish Livestock Industry (Development) Authority and Partnership and Stakeholder Collaborations.

.....  
**Martin Ginyaru, LLB**  
CHAIRMAN  
Board of Directors



## ACKNOWLEDGEMENT BY MANAGING DIRECTOR



First, I would like to acknowledge Honourable Prime Minister James Marape, MP and the PANGU lead Government for having confidence in the livestock sector and creating a new Ministry of Livestock. In the last 40 years livestock sector was a sleeping giant and creating for a new ministry is a woke up call and turning point to move in the next 50 years of PNG's independence.

Second, I would like to say special gratitude to Hon. Sekie Agisa, MP PNG's first Minister for Livestock, for his insight, courage and confidence in the current LDC's Board and Management for reviewing the past performance and establishing a new destiny for LDC with this strategic plan.

The successful completion of LDC's Strategic Plan 2025-2030 is a milestone achievement for both Ministry of Livestock and LDC. It is a roadmap to implement government policies and strategic priority areas as stipulated in the MTDP IV and other strategies and sets a foundation for sustainable livestock investment destination.

It is not only a guide for aligning the Ministry and LDC's efforts with the national priorities set out in MTDP IV and NASP, but it is also a framework for achieving tangible targets aspired by the government such as increasing meat

production for import substitution and the creation of 7,000 jobs by 2030.

This plan aligns with MTDP IV's SPA 01 – Strategic Economic Investment DIP 1.1 underscores the critical role of commercial agriculture and livestock development in PNG's economic strategy.

Third, gratitude expressed to the LDC Management Team and staff, Office of the Minister for Livestock, and consultants towards successful completion of this plan. This performance will be measured using balanced scorecard and monitoring and evaluation framework.

In this plan there are 5 Strategic Priority Areas (SPAs) with 5 strategic objectives and 22 Key Results Areas (KRAs). Each KRAs have specific Key Performance Indicators (KPIs) to be delivered from 2025 to 2030, and this will be done by hard-working staff across the country.

We have the duty of care and obligation to implement the actions stipulated in this plan. Our overall performance depends on our actions and mindset. Thus, I would like to challenge all our staff to adhere to values and objectively participate in delivery of these KPIs and together we will achieve our mission and vision statements.

Finally, I would like to acknowledge our partners and stakeholders both in PNG and abroad for your support and contributions towards improving the livestock industry in PNG. We will continue to work together to grow the economy of PNG by improving the livestock industry.

.....

**Terry Koim**

MANAGING DIRECTOR

Livestock Development Corporation Limited



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## ACRONYMS AND ABBREVIATIONS

<b>AITs</b>	Animal Health Identification & Traceability System	<b>MTDP IV 23-27</b>	Medium Term Development Strategy IV 2023-2027
<b>APA</b>	Agriculture Priority Area	<b>NAQIA</b>	National Agricultural Quarantine Inspection Authority
<b>ART</b>	Animal Research Technology	<b>NARI</b>	National Agriculture Research Institute
<b>BSC</b>	Balanced Scorecard	<b>NASP 24-33</b>	National Agriculture Sector Plan 2024-2033
<b>CCDA</b>	Climate Change Development Authority	<b>NEC</b>	National Executive Council
<b>Customs</b>	PNG Customs Services	<b>NLEIMS</b>	National Livestock Epidemiology and Information Management System
<b>DAL</b>	Department of Agriculture and Livestock	<b>NLP 23</b>	National Livestock Policy 2023
<b>DOA</b>	Department of Agriculture	<b>OBB</b>	Output Based Budget
<b>DICT</b>	Department of Information Communication & Technology	<b>PE</b>	Personnel Emolument
<b>DIP</b>	Deliberate Intervention Program	<b>PEA</b>	Participatory Extension Approaches
<b>DLPP</b>	Department of Lands and Physical Planning	<b>PEQ</b>	Post Entry Quarantine
<b>DPM</b>	Department of Personnel Management	<b>PESTEL</b>	Political, Economic, Social, Technological, Environment and Legal
<b>DSIP</b>	District Services Improvement Program	<b>PNGDSP</b>	PNG Development Strategic Plan 2010-2030
<b>E-Extension</b>	Electronic Extension	<b>PSIP</b>	Provincial Services Improvement Program
<b>E-Government</b>	Electronic Government	<b>PPP</b>	Public-Private Partnership
<b>GDP</b>	Gross Domestic Product	<b>R&amp;D</b>	Research and Development
<b>GL</b>	General Ledger	<b>RBM</b>	Results Based Management
<b>GM</b>	General Manager	<b>RRS</b>	Regional Research Station
<b>GoPNG</b>	Government of Papua New Guinea	<b>SCMC</b>	Salaries and Conditions Monitoring Committee
<b>HR</b>	Human Resource	<b>SDG</b>	Sustainable Development Goals
<b>ICT</b>	Information Communication & Technology	<b>SMART</b>	Specific, Measurable, Achievable, Realistic and Time-bound
<b>IFMS</b>	Integrated Financial Management System	<b>SME</b>	Small to Medium Enterprise
<b>IGIS</b>	Integrated Government Information System	<b>SMEC</b>	Small to Medium Enterprise Corporation
<b>IHRPS</b>	Integrated Human Resource Payroll System	<b>SPA</b>	Strategic Priority Area
<b>IKP</b>	Indigenous Knowledge Practices	<b>StaRS</b>	National Strategy for Responsible Sustainable Development
<b>KPI</b>	Key Performance Indicator	<b>SWOT</b>	Strengths, Weaknesses, Opportunities, Threats
<b>KRA</b>	Key Result Area	<b>TAD</b>	Transboundary Animal Disease
<b>LDCL</b>	Livestock Development Corporation Limited		
<b>LDCSP 23-27</b>	LDC Strategic Plan 2023-2027		
<b>LIA</b>	Livestock Industry Authority		
<b>LIS&amp;L</b>	Livestock Industry Savings and Loans		
<b>LMIS</b>	Livestock Management Information System		
<b>M&amp;E</b>	Monitoring and Evaluation		
<b>MD</b>	Managing Director		
<b>MDG</b>	Millennium Development Goals		
<b>MFL</b>	Ministry for Livestock		
<b>MoU</b>	Memorandum of Understanding		



## EXECUTIVE SUMMARY

The Livestock Development Corporation Pty Ltd (LDC) was first established through a National Executive Council Decision NG 75/82 in 1982, and it was operating under Department of Agriculture, Livestock and Fisheries (DASF) and later into Department of Agriculture and Livestock (DAL). The mandate was to operate as a self-funding state-owned commercial entity that will have the capability and capacity to own, operate, and manage livestock stations, abattoirs and other related facilities throughout the country; and very importantly contribute to self-sufficiency in livestock production in the country.

However, it did not meet its intended purpose and had been stagnant in the last 40 years with no real growth largely due to the absence of adequate legislation, policy directions and strategies from successive Governments. Failure in these critical areas resulted in no research and development programs, lack of breeding programs, high cost of production, lack of extension services and the availability and easy access of cheap protein imported from overseas and staff training and development.

As such the commercial production of livestock including beef cattle, dairy cattle, piggery, apiculture and poultry in the country is largely done by the private sector to meet the domestic demand but not sufficient therefore huge tons of cattle, piggery, poultry meat were imported into the country. According to National Agriculture Sector Plan 2024-2033 PNG produces 16 000 tons of meat and imports 67,307 tons of meat per annum valued at K392 million.

To increase livestock production and reduce imports the Marape-Roso Government created a new Ministry of Livestock in 2022, developed Livestock Policy, establishing new National Livestock Authority, National Agriculture Sector Plan 2024-2033 and LDC to develop this Strategic Plan 2025-2030. Combining of this will be the turning point of livestock industry in PNG. The National Governments aspirations through the Medium-Term Development Plan IV 2023- 2027 (MTDP IV) to large-scale commercial cattle breeding and farming, poultry, piggery and other ruminants, produce 60 000 tonnes of meat by 2027 to meet the domestic demand, upport establishment of commercial feed farms and slaughtering abattoirs and value chain facilities. MTDP IV and NSAP projected K4 billion for Targeted Investment Programmes and allocation for Livestock investment is K1.34 billion.

This Livestock Development Corporation Strategic Plan 2025-2030 is alignment with National Government's policies and strategies and will contribute to achieving and delivering the targets indicated in MTDP IV and NASP. This plan is a light to the pathway of LDC's new vision "*Transforming the Livestock Sub-Sector to be Economically Smart and Sustainable in Papua New Guinea*" and will guide Ministry of Livestock, National Livestock Authority and LDC to improve the livestock industry in PNG in collaboration with PNG stakeholders and international partners.

This strategic plan has seven Strategic Priority Areas (SPAs) which include Enhance Institutional Capacity and Governance, Facilitate Growth of Livestock Industry in Papua New Guinea, Sustainable High Quality Livestock Production, Establish Livestock Industry (Development) Authority and Partnership and Networking. These SPAs comprised for twenty-one Key Result Areas (KRAs) indicated in Section 1.8 and Chapter 5.

The National Government through MTDP IV and NASP had allocated K340 million for period of five years from 2023 to 2027, however additional funding is required to successfully implement this plan to revive and improve the livestock industry in PNG. The estimated budget for implementation of this plan is K382 million.



# CHAPTER 1

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## INTRODUCTION AND RATIONALE





## 1.1 An overview of Livestock Industry in PNG

The livestock industry in PNG plays a vital role in the country's agricultural sector and food security. Most livestock production comes from smallholder farmers, contributing to rural livelihoods. Many farmers use traditional production methods, with potential for improvement. However, there is an increasing demand for meat and animal products due to population growth and urbanization.

Some challenges:

- (a) Limited access to markets: Poor infrastructure and logistics hinder access to markets.
- (b) Disease and animal health: Disease outbreaks and limited veterinary services affect productivity.
- (c) Feed and nutrition: Limited availability and high cost of quality feed.
- (d) Climate change: Climate variability and change impact livestock production.

Some Opportunities:

- (a) Import substitution by increasing domestic production to reduce reliance on imports.
- (b) Export opportunities which is potential for exporting livestock products to neighboring countries.
- (c) Value chain development for improving value chains to increase farmers' incomes.
- (d) Sustainable practices by promoting sustainable and climate-resilient livestock production.

As such LDC will play a significant role by promoting sustainable livestock production for growth and development, contribute to food security, poverty reduction, and economic growth.

## 1.2 History of Livestock Development Corporation

Livestock Development Corporation Pty Ltd (LDC) was first established through a National Executive Council Decision National Gazette No. 75/82 of 15<sup>th</sup> December 1982 and it was operating under Department of Agriculture, Livestock and Fisheries (DASF) and later into Department of Agriculture and Livestock (DAL). LDC has been operating under DAL without any strategic plans, guidelines, policies and systems.

In 2022 the Marape-Roso Government created three Ministries including Ministry of Agriculture, Ministry of Oil Palm and Ministry of Livestock as per Gazette Notice No. G1690 (Section 4.1.1).

Over the decades, various global, national, and sectoral plans shaped the livestock subsector's programmes and activities, including:

- (a) Global Plans:
  - Millennium Development Goals (MDG) 2000-2015 (8 Goals, 18 Targets, 48 Indicators).
  - The New 2030 Agenda (2016-2030) featuring 17 Sustainable Development Goals (SDG), 169 targets, and numerous indicators.
- (b) National Plans:
  - The PNG Vision 2050 (2010-2050)
  - National Strategy for Responsible Sustainable Development (StaRS).



- PNG Development Strategic Plan (DSP 2010-2030).
- Medium-Term Development Plans (MTDPs): MTDP 2011-2015, MTDP III (2018-2022), and MTDP IV (2023-2027).
- Alotau Accord (2012).

(c) Sectorial Plans:

- National Agriculture Development Policy (NADP) 2002-2015.
- National Agriculture Sector Plan (NASP) 2024-2033.

These plans and policies played a significant role in shaping local livestock subsector programmes over the years.

Significant events timelines:

(a) 1980s – 1990s

Establishment and Early Success (1982). LDC was formed to commercialize the livestock division of the Department of Primary Industry, taking over operations of various ranches, abattoirs, and piggeries. Initially, LDC was successful financially, but over time, mismanagement and neglect led to its decline.

(b) 1990s-2014

By 1992, most LDC operations had closed due to mismanagement and political interference. The corporation's assets were abandoned, and its lands were overtaken by settlers. By 2014, LDC existed in name only.

(c) 2014-2020

Revitalization Efforts commenced during this period: The Marape-Roso Government initiated a revitalization program, appointing a new Board of Directors and Management Team in 2020. Since then, LDC has made considerable progress in the following areas:

- (1) Reclaiming Assets: Over 30,000 hectares of state lease land have been reclaimed, including key properties like Zuguru Ranch, Baiyer Ranch, and Wariman Livestock Station.
- (2) Infrastructure Development: LDC has invested in infrastructure, including perimeter fencing, water systems, staff housing, and yards, often using solar-powered equipment.
- (3) Capacity Building: The corporation has focused on staff capacity building, with 28 officers completing a public service induction program in June 2025.
- (4) Partnerships: LDC has signed MOUs with international partners, including Australian cattle exporters, and is working with provinces, districts, and the private sector to promote livestock development.

(d) 2022- 2025

- (1) Ministry of Livestock was created.
- (2) Strategic plan was developed.

(e) Current Focus of the Ministry of Livestock and LDC is working towards establishing a National Livestock Authority to standardize quality, provide extension services, and generate reliable data. The LDC aims to make PNG self-sufficient in meat production and reduce reliance on imports.



### 1.3 Statutory Mandate

In August 2022, the Ministry for Livestock (MFL) was established, reflecting the Prime Minister's initiative to elevate the importance of the livestock subsector. The LDC a State-Owned Enterprise, was originally founded in 1982 through NEC Decision No. 75/82 and has been operational since 1983.

The operational framework for LDC is outlined in the National Agriculture Sector Plan (NASP) 2024-2033. Meanwhile, MFL's activities are governed by ministerial determinations. This interim arrangement is in place as the Livestock Industry (Development) Bill awaits approval and the Livestock Authority Act awaits enactment by the National Parliament.

Additionally, the Agriculture Sector Policy and Legislative Framework provide overarching guidance for both MFL and LDC operations. Within the Medium-Term Development Plan IV (MTDP IV) 2023-2027 and NASP 2024-2033, the livestock subsector has been prioritized to enhance integration in planning, implementation, monitoring, and evaluation. These frameworks emphasize fostering private sector involvement to support government initiatives and explore alternative funding mechanisms for livestock development.

### 1.4 Rationale

The challenge for the Agriculture Sector is to have the following by the year 2050:

- (a) 10 million local farmers;
- (b) 100,000 SMEs;
- (c) 100 millionaires; and
- (d) 10 billionaires.

The GoPNG specified strategies and resource framework to revive the livestock subsector are articulated in the National Livestock Policy 2023, MTDP IV 2023-2027 and the NASP 2024-2033. The LDC Strategic Plan 2025-2030 is a pioneer medium-term plan that is aligned to these overarching plans and will assist in implementing these GoPNG's aspirations.

This plan support implement the 13 strategic objectives targeted towards addressing the overall challenges of the Agriculture sector and achieving the intents of the National Livestock Policy 2023, the MTDP IV 2023-2027 and NASP 2024-2033.

This strategic plan provides guidance to the Ministry for Livestock and LDC to implement government priority programmes and activities for the livestock subsector captured under NASP 2024-2033, National Livestock Policy 2023 and MTDP IV (2023-2027).

### 1.5 Geographical Locations

The LDC head office is in Port Moresby and is operating in four (4) regions and ten (10) District Extension Offices across Papua New Guinea. Veterinary and livestock extension camps further extend support at the district level. The company has the capacity to operate in all 23 provinces and 96 districts, subject to adequate resources. Figure 1 below current locations in Papua New Guinea.



Figure 1: Map of PNG showing LDC operations

## 1.6 Long Term Objectives

- (a) Improve livestock productivity through enhanced breeding, feeding, and health management practices to increase livestock productivity and quality.
- (b) Increase access to markets by supporting farmers in accessing local and international markets, improving their incomes and livelihoods.
- (c) Promote sustainable practices by encouraging environmentally friendly and socially responsible livestock production practices.
- (d) Build capacity by improving the skills and knowledge of farmers, extension workers, and other stakeholders to support a thriving livestock industry.
- (e) Foster partnerships by collaborating with government, private sector, and development partners to leverage resources, expertise, and funding.
- (f) To promote consistent production and supply of high-quality livestock products that meets the international quality standard.
- (g) To ensure that LDC is one of the top performing State Own Entities (SOEs) in the country with establishment of prudent financial management systems, sustainable programs; increase internal revenue and staff are skilled and competent to perform their roles.
- (h) Successful implementation of Livestock Industry Authority.



## 1.7 Objectives to Achieve Strategic Priority Areas

Successful implementation of Strategic Priority Areas (SPAs) will assist in achieving these five objectives between 2025 and 2030:

- (1) To enhance institutional capacity through improvement of governance, policies, legal frameworks, safety, quality and risk management.
- (2) To facilitate and revive the growth of livestock industry through capacity building, demand-driven research and development, extension and advisory services, improve infrastructure, farm equipment and resources.
- (3) To promote sustainable growth and profitability of livestock industry by improving access to financial incentives for farmers, quality and quantity of beef cattle, dairy cattle, poultry, piggery, honey productions, effective management of biosecurity, information and data, and improve marketing and value-chain.
- (4) To establish Livestock Industry Authority to effectively regulate livestock industry in PNG
- (5) To strengthen relationship stakeholders and partners both in PNG and overseas to improve and maintain the sustainable growth of livestock industry in PNG.

## 1.8 Strategic Priority Areas (SPA) and Key Result Areas (KRA)

The details of SPAs and KRAs are indicated in Chapter 5 of this plan.

- (a) SPA 1: Enhance Institutional Capacity and Governance
  - (1) KRA 1: Governance, Policy and Legal Framework
  - (2) KRA 2: Review Constitution and Board Committees
  - (3) KRA 3: Safety and Quality Management
- (b) SPA 2: Facilitate Growth of Livestock Industry in Papua New Guinea
  - (1) KRA 1: Skills Training and Development
  - (2) KRA 2: Demand-Driven Research and Development
  - (3) KRA 3: Strengthen Extension Services
  - (4) KRA 4: Improve Infrastructure
  - (5) KRA 5: Improve Farm Equipment and Resources.
- (c) SPA 3: Sustainable High Quality Livestock Production
  - (1) KRA 1: Support Farmer Savings and Loan Societies
  - (2) KRA 2: Improve Beef Cattle Production
  - (3) KRA 3: Improve Dairy Cattle Production
  - (4) KRA 4: Improve Poultry Production
  - (5) KRA 5: Improve Piggery Production
  - (6) KRA 6: Improve Apiculture Production
  - (7) KRA 7: Biosecurity – Animal Health and Welfare
  - (8) KRA 8: Livestock Management Information System
  - (9) KRA 9: Improve Marketing and Livestock Products
  - (10) KRA 10: Enhance livestock value-chain



(d) SPA 4: Establish National Livestock Authority

- (1) KRA 1: Establish National Livestock Authority
- (2) KRA 2: Migrate Payroll Data to AIRH System

(e) SPA 5: Partnerships and Stakeholder Collaborations

- (1) KRA 1: Engagement with International Partners
- (2) KRA 2: Engagement with PNG Stakeholders

## 1.9 Key Measures of Success

- (a) Effective and efficient government management systems established.
- (b) Constitution approved and board committees established.
- (c) Demand-driven research conducted and resulted achieved.
- (d) Abattoirs rehabilitated and operational.
- (e) All land and assets currently occupied by illegal settlers reclaimed.
- (f) National cattle breeding farms rehabilitated and established.
- (g) Old cattle ranches reclaimed, rehabilitated and restocked.
- (h) Small Livestock Provincial breeding and distribution centres restored.



# CHAPTER 2

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## GOVERNANCE AND MANAGEMENT





## 2.1 Shareholder

LDC is one hundred percent owned by the Independent State of Papua New Guinea and in accordance with current Constitution of LDC these shares are owned by the Minister for Livestock on behalf of the State.

## 2.2 Board of Directors

The Board of Directors are appointed in accordance with *Companies Act 1997* (as amended) and the LDC Constitution. As part of the revitalization efforts the Marape-Roso Government appointed new board of directors and management team in 2020.

## 2.3 Board Committees

As part of the revitalization program and for effective management to meet the requirements of the LDC constitution the Board Committees were established. These committees are chaired by a Board Member. The functions and accountabilities of Board Committees are indicated in Part IV and Clause 28 of LDC Constitution. The Board has the jurisdiction to disband a committee base on need requirements and create and or disband sub committees.

The current committee includes the following:

- (a) Housing Committee
- (b) Finance and Internal Revenue Committee
- (c) Audit, Risk and Compliance Committee
- (d) Human Resource Committee
- (e) Partnership Committee

## 2.4 Divisions and Accountabilities

The core divisions and accountabilities are indicated in Table 1 below. LDC has a network of four (4) Regional and 10 District Extension Offices spread across the country. Within the Districts, LDC has a network of veterinary and livestock extension camps.

Table 1: Key Divisions and Accountabilities

Divisions	Accountabilities
Executive Division	Provides high level administrative and project support directly to the Managing Director.
Operational and Production Division	Responsible for livestock stations, farms, abattoirs and apiculture
Corporate Services Division	Responsible for corporate support services in the areas of Finance, Budgeting, HR, Assets Administration and ICT.
Policy and Technical Services Division	Policy & regulations, market development, sales and extension services.



## 2.5 Corporate Governance Structure

LDC is governed by the Corporate Governance Structure indicated in Figure 2 below. Each of these functions have specific roles and responsibilities to play to ensure LDC achieve vision, mission and programs goals.

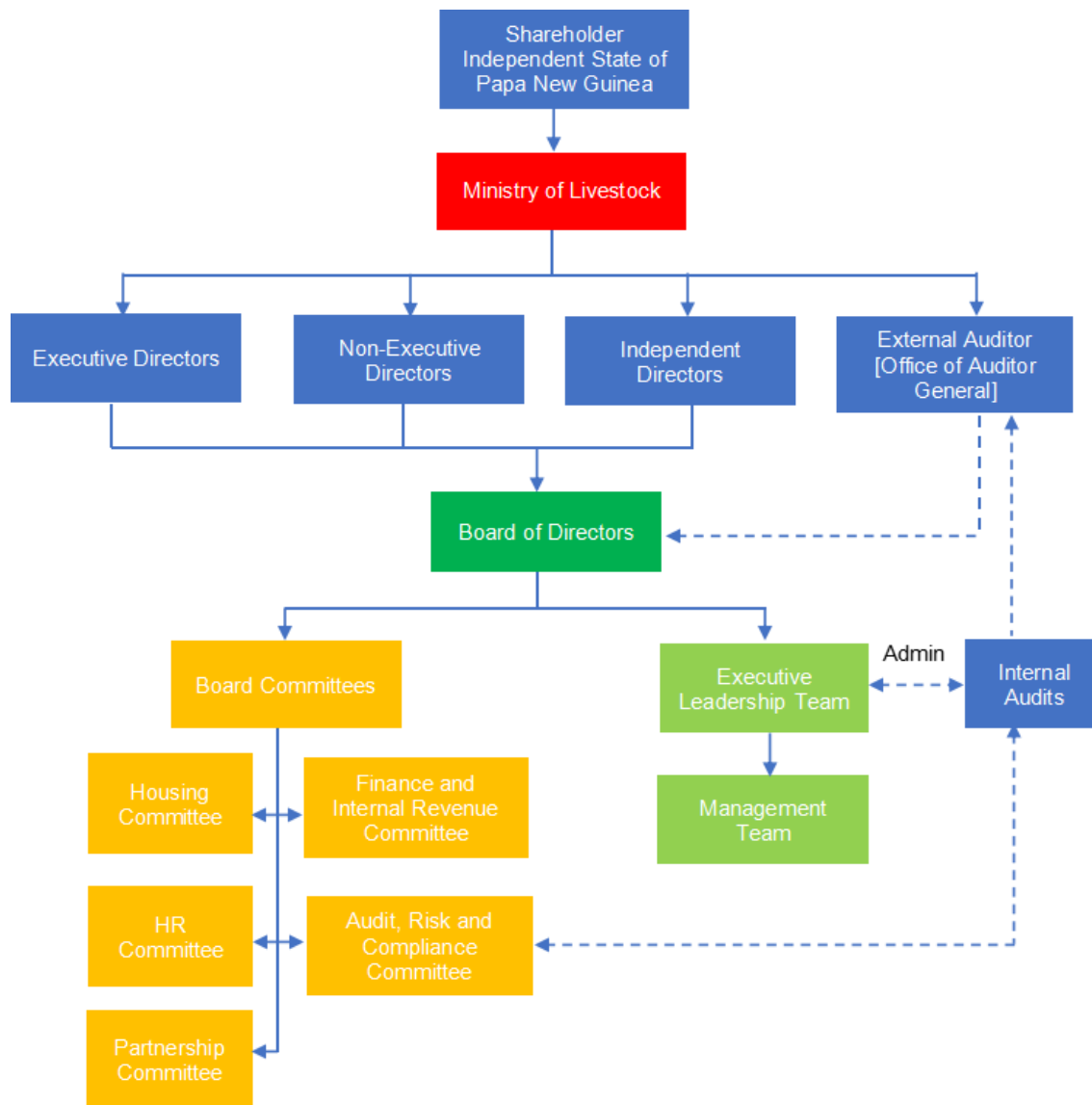


Figure 2: Corporate Governance Structure



## 2.6 Management and Operational Structure

Figure 3 shows the management structure including the Board, Executive Leadership Team and Management Team. Each department has its own operational management structures.

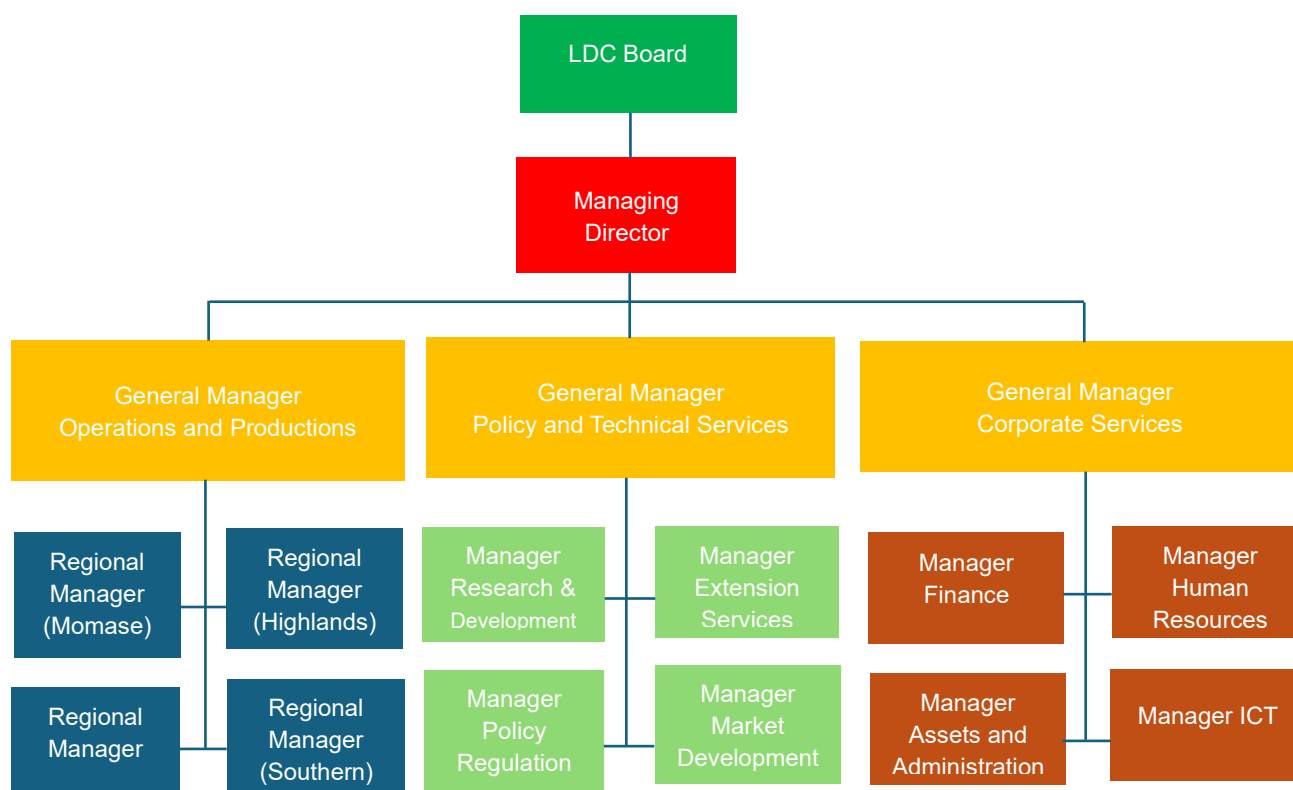


Figure 3: Executive leadership and management structure

## 2.7 Key Functions

### 2.7.1 The Constitution of LDC

The constitution of LDC was developed pursuant to Section V of the Companies Act 1997 (as amended). The constitution serves as a foundational document, providing clarity and direction for the LDC's activities, decision-making, and operations.

The constitution ensures that:

- Roles and responsibilities of board, management and stakeholders are clearly defined
- Establish the governance framework, including decision-making processes and accountability mechanisms.
- Provide guidelines for its operations, including financial management, asset management, and human resource management.
- Compliance with relevant laws, regulations, and standards.
- It is accountable to its stakeholders, government, farmers, and the public and partners,
- The operations and decision-making processes are transparent and open.
- Prevail good governance, responsible and ethical manner.



## 2.7.2 Power and Duties of Board

The powers and duties Board of Directors indicated in Clause 18 of the LDC Constitution.

## 2.7.3 Functions of Livestock Development Corporation

The core functions of LDC encompass the following key areas:

- (a) Livestock Extension Services
- (b) Livestock Health and Identification
- (c) Livestock Market Development and Sales
- (d) Livestock Policy and Regulations
- (e) Livestock Production
- (f) Livestock Research and Development (R&D)
- (g) Livestock Veterinary Services
- (h) Apiculture (Beekeeping)

## 2.8 Key Partners and Stakeholders

LDC collaborates with the Department of Agriculture, other Agencies within the Agriculture Sector; line Ministries, key Government Departments, Development Partners, Universities, NGOs, Research Institutions, International Standards Setting Bodies, professional bodies, and other international organizations.



Figure 4: Cattle ranch improved at Launakalana, Rigo District, Central Province



# CHAPTER 3

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## ANALYSIS OF CHALLENGES





### 3.1 SWOT Analysis

The SWOT Analysis was conducted to identify the strengths and weaknesses which are basically the Internal (environment) Factors and Opportunities and Threats which are External (environment) Factors.

The purpose of SWOT analysis is to:

- Identify key internal and external factors affecting the organization.
- Develop strategies to leverage strengths and opportunities.
- Address weaknesses and mitigate threats.
- Inform decision-making and strategic planning.

The benefits of SWOT Analysis regarding LDC operations:

- Assist LDC develop strategic planning to address issues.
- Enhanced decision-making by considering internal and external factors, organizations can make better decisions.
- Increased competitiveness by identifying strengths and opportunities can help organizations gain competitive advantage.
- Identify current and potential risks mainly the threats and weaknesses to develop mitigation strategies.

#### 3.1.1 Strengths – Internal Factors

Table 2: Strengths and optimization measures

No	Strengthens	Optimization Measures
1	Existing decentralized structure that is operational up to sub-district level.	Utilized the exiting organizational structure in the organization structure review process
2	Availability of skilled and experienced HR personnel	Enhance the performance management system
3	Availability of staff training institutions for the implementation of training programmes.	Engage closely with training institutions for the enhancement of HR development.
4	Availability of basic ITC infrastructure for requisite systems.	Develop, automate, re-engineer and integrate requisite systems.
5	Willingness of employees to have well documented shared values	Establish and operationalize the Corporate Values Committee.
6	Management support to implement programmes.	Continuously engage leadership and management for support.
7	LDC's presence in Papua New Guinea provides a strategic geographical location access to a growing market and potential for export in the Western Pacific regions	Develop business and marketing strategy, this plan will be responsible for revenue generation and sustainability and supply beef and dairy products in the region.
8	The current Marape – Government created Ministry of Livestock which will support as government-backed corporation which will receive funding, resources and policy support.	Ensure that LDC is more than 50% shared by LDC and or 100%.
9	LDC as large vast of land available for future development of livestock including commercialisation of large scale and mechanized farming	Development of business and marketing strategies will increase production of livestock and maximize land to increase production.
10	LDC has experienced staff who possess valuable knowledge and expertise in livestock development.	Develop human resources policy. Staff retention policy.



### 3.1.2 Weaknesses – Internal Factors

Table 3: Weaknesses and Mitigating Measures

No	Weaknesses	Mitigation Measures
1	Inadequate Human Resource.	Review the structure to make it more responsive to the human resource needs of the livestock sector.
2	Inadequate Specialized Skills.	Develop and implement a comprehensive skills capacity building programme.
3	Inadequate equipment to effectively carryout its mandate.	Prioritize the provision of adequate equipment.
4	Weak Monitoring and Evaluation (M&E) System.	Develop and implement an effective M&E system.
5	Weak Statistics and information management systems.	Re-engineer, automate and integrate requisite systems.
6	Resistance to change.	Develop and implement a change management programme at HQ, Provincial, District and Farm levels.
7	Weak linkages with institutions of higher learning and other stakeholders.	Enter into MoUs with various institutions to work together.
8	Operated without strategic plan.	Ensure at the end of every strategic plan, the next plan is immediately developed.
9	Inadequate budget allocations and fiscal decentralization.	Advocate for more funding to LDC.
10	Inadequate infrastructure (roads, storage, abattoirs) hinders efficient livestock production and marketing.	The current government's Connect PNG program might leverage transport issues. LDC's current land reclamation program will support reclaim land abattoir and other facilities establishment in PNG.
11	LDC may face funding limitations, impacting its ability to invest in development programs.	Develop plan to generate internal revenue for LDC
12	Limited technical and managerial capacity within LDC and among smallholder farmers may hinder program implementation.	Review and developed human resources and related policies for staff retention programs within LDC.
13	Reliance on government funding may create uncertainty and vulnerability.	Develop plan to generate internal revenue for LDC using available and future resources within LDC.



### 3.1.3 Opportunities – External Factors

Table 4: Opportunities and Optimization Measures

No	Opportunities	Optimization Measures
1	Growing Demand of livestock products the country.	Increasing demand for meat and livestock products in PNG and neighboring countries
2	Export Potential to overseas markets	Opportunities for exporting livestock products to countries like Australia and Asia
3	Value Chain Development in PNG	Potential for LDC to support smallholder farmers and improve value chains.
4	Sustainable Livestock Practices and programs	Growing interest in sustainable and environmentally friendly livestock production practices.
5	Supportive stakeholders in programme implementation.	Develop and implement a stakeholder engagement and management plan.
6	Advancements in ICT.	Leverage on existing ICT platforms for dissemination of information.
7	Availability of training institutions for capacity building.	Engage available training institutions for implementation of the capacity building programme.

### 3.1.4 Threats – External Factors

Table 5: Treats and mitigation measures

No	Threats	Mitigation Measures
1	Biosecurity threats increases the risk of transmission of diseases and pests despite existing systems	Develop a robust inspection mechanism. Enhance collaboration with relevant stakeholders.
2	Climate Change threats to both apiculture and livestock development.	Implement apiculture and livestock programmes in line with CCDA requirements
3	Risk of disease outbreaks affecting livestock populations and trade within the country.	The management of biosecurity measures are indicated in Section 5.3.15
4	Market fluctuations in global market prices and demand impacting livestock prices.	Monitor and do systemic business analysis on risk and threat assessment.
6	Climate variability and change impacting livestock production and productivity.	Monitor and do systemic business analysis on risk and threat assessment.
7	Increasing competition from imported livestock products and other regional suppliers.	Develop comprehensive business and marketing strategic

## 3.2 PESTEL Analysis – External Factors

### 3.2.1 Political Analysis

PNG operates as a democracy with elections every five years. However, political instability has been a recurring theme, with only two Governments completing a full term since independence in 1975. The introduction of the vote-of-no-confidence mechanism in the 1980s has further fuelled parliamentary instability. Successive administrations have exploited their majority to stifle legislative processes and prioritize political interests, often at the expense of fair parliamentary debates.



A key factor in maintaining political stability in recent years has been the Government's control over electoral development funds under the District Services Improvement Program (DSIP) and Provincial Services Improvement Program (PSIP). These funds, though aimed at development, are allocated at the discretion of the executive Government, which restrains MPs' movements but raises concerns about sound governance and democratic principles.

### **Leadership and Recent Changes**

PNG's 2022 National Election followed a turbulent political period during which James Marape replaced Peter O'Neill as Prime Minister in 2019 through a vote-of-no-confidence session. Marape launched a bold vision to "Take Back PNG and make it the richest black Christian nation," charting a new course for the country.

### **Challenges Impacting National Interests**

- **Political Interference:** Frequent political interference in Government department appointments and public sector operations often hampers national progress.
- **Localized Pressures:** Politicians face competing priorities between addressing national concerns and responding to strong local tribal, district, and provincial demands, which can detract from broader governance objectives.

### **Support for Agriculture and Livestock Development**

Despite challenges, the current Government has demonstrated a commitment to agriculture and livestock, notably establishing the Livestock Ministry in 2022. This aligns with the long-term national plans:

- PNG Development Strategic Plan (DSP) 2010-2030: Targeting middle-income status by 2030.
- Vision 2050: Aiming to ensure the highest quality of life for all citizens.

### **Focus on Agricultural Growth**

With over 80% of the rural population engaged in agriculture, the Government is implementing frameworks like MTDP IV 2023-2027 and NASP 2024-2033 to drive transformation through:

- Economic growth and national prosperity.
- Commercializing agricultural sub-sectors, including livestock, food crops, rice, and spices, with a projected revenue of K30 billion and the creation of 1,000,000 jobs by 2030.

### **Livestock Development Corporation's Strategic Interventions**

To capitalize on Government initiatives, the Livestock Development Corporation (LDC) plans to:

- Review its organizational structure and align it with appropriate policy and legislative frameworks.
- Develop and operationalize standalone policies for the livestock subsector.
- Establish a robust and well-developed livestock industry.
- Enhance the quality and quantity of livestock production and supply.
- Support smallholder farmers at the sub-national level.
- Promote sustainable apiculture and livestock development to strengthen agricultural diversification.

## **3.2.2 Economic Analysis**

PNG operates two parallel economies: the traditional and cash economies. The traditional sector, based on subsistence and semi-subsistence farming, sustains about 85% of the population, with villages often self-sufficient and trading small surpluses. In contrast, the formal cash economy revolves around the export of natural resources.



As the largest Pacific Island nation, PNG spans 462,840 square kilometers and boasts abundant natural resources, including minerals (copper and gold), oil, gas, fertile agricultural land, forests, and rich fisheries within its 200-mile exclusive economic zone. Despite being categorized as a lower-middle-income economy, with a per capita gross national product of \$2,530 (IMF 2024), agriculture remains the primary livelihood for most, with commercial agriculture contributing a third of GDP and mineral resources accounting for two-thirds of exports.

However, developmental challenges persist, such as the traditional "wantok" redistribution system, a growing youth population, low labor productivity, insecure land tenure, inadequate infrastructure, poor governance, and limited market access. Law and order issues further compound these struggles, driven by urban migration, weakening traditional social structures, and high urban living costs.

Despite these hurdles, PNG's economic outlook is optimistic, supported by growth in the non-extractive sector, with agriculture playing a key role in driving recovery and long-term prosperity.

### 3.2.3 Social Analysis

PNG's population grows by 230,000 annually, three times the rate at independence in 1975. This creates opportunities for expanding livestock production to meet increasing demand but also pressures natural resources like grazing land, leading to overuse.

Population growth has also boosted household participation in livestock farming, supported by Government initiatives like MTDP IV 2023-2027 and NASP 2024-2033. PNG's life expectancy is 66 years (2022), with a literacy rate of 63.5%, despite challenges like inadequate schools and teacher shortages. GDP per capita stands at \$2,530 but is unevenly distributed.

Livestock production faces issues due to poor agricultural practices and weak biosecurity measures, resulting in inconsistent and low-quality products. Adherence to animal health practices like dipping, vaccinations, and movement permits is lacking.

Additionally, poor treatment of animals in research, entertainment, slaughter, and other uses, combined with inadequate transportation, housing, and nutrition, has significantly affected animal health and well-being.

### 3.2.4 Technological Analysis

Technology plays a vital role in advancing the livestock subsector, from research and diagnostics to surveillance and information systems. The Department of ICT (DICT) has developed the Integrated Government Information System (IGIS) to enhance service delivery through electronic governance.

Challenges persist, including low adoption of livestock technologies, inadequate extension services, and limited resources for small-scale farmers. To address these, the LDC will implement a Livestock Extension and Advisory Strategy and collaborate with DICT on systems like the Livestock Integrated Management Information System (LMIS) and the Animal Health Identification and Traceability System (AITS) to improve farmer support and product trade.

The Ministry and LDC are also focusing on modernizing livestock production through technologies such as Artificial Insemination, disease diagnosis, and climate-resilient practices. However, barriers like high costs, limited research, and low staff competencies must be overcome to maximize technological potential.



### 3.2.5 Environmental and Ecological Analysis

PNG is endowed with abundant natural resources for livestock development. The abundant natural water bodies and rangelands offer the country an immense opportunity for livestock development. The distribution of the natural resources differs across the four regions, with each region being favoured with abundant rains, water resources and grazing lands.

The major threat to sustainable livestock development is climate change. The country has been experiencing climate induced hazards which include drought and dry spells, seasonal and flash floods and extreme temperatures.

Some of these hazards, especially droughts and floods have increased in frequency and intensity over the past few decades and have adversely impacted food and water security, water quality and livelihoods of the people, especially in the rural communities.

Climate change affects plants and animals, and the way they react to the changes in terms of pests and diseases is in itself a threat to the livestock industry. Natural disasters and the effect on plants and animals as well as global pandemics affecting trade pose further threats to the industry.

### 3.2.6 Law and Order Issues

Land grabbing by customary landowners and settlers is common and one of the greatest challenges LDC is currently dealing with by forcefully evicting them since 2023 in all locations and its ongoing.

Apart from the *Livestock Industry (Development) Bill* that is currently before parliament for enactment, there is no comprehensive legal framework to govern the livestock industry. LDC is currently developing the livestock and animal health regulations to be enforced in the livestock sub-sector.

In order to optimize on the current legal vacuum, the MFL and LDC will undertake the following interventions:

- (a) Develop the National Livestock Development Act to serve as the principal Act for the livestock subsector.
- (b) Develop the apiculture and livestock regulations.
- (c) Collaborate with the Ministry and the Department responsible for Health to implement the food safety legislation.
- (d) Implement apiculture and livestock development programmes in line with local authority by-laws.
- (e) Enhance the local supply and export of bee and livestock products in line with national and international trade legislations where applicable.

### 3.2.7 Stakeholder and Client Analysis

As part of the stakeholder and client analysis the Minister of Livestock (MOL) and LDC had identified the names of the clients and the stakeholders and what is lacking and requires collaborate effort to address issues faced by both clients and stakeholders.



**Group 1: LDC clients and their immediate needs which require urgent action by Ministry of Livestock and LDC in Table 6.**

Table 6: Clients and their immediate needs

No.	Name of Clients	What is lacking and requires immediate attention for MOL, LDC and Stakeholders
1.	Livestock Farmers	<ol style="list-style-type: none"> <li>1. Livestock advisory and extension services.</li> <li>2. Livestock input supplies, agribusiness, market linkages and trade facilitation.</li> <li>3. Financial management services.</li> <li>4. Livestock public infrastructure.</li> <li>5. Specialised livestock services.</li> <li>6. Facilitation of PPPs.</li> <li>7. Facilitation of environmental impact assessments.</li> <li>8. Information on policy and legislative guidelines.</li> <li>9. Animal Health and veterinary services.</li> <li>10. Sanitary and Phytosanitary services.</li> <li>11. Food safety information and services.</li> <li>12. Animal Identification and Traceability services.</li> <li>13. Up-to-date technology development.</li> </ol>
2.	Bee-Keepers	<ol style="list-style-type: none"> <li>1. Certification and registration services.</li> <li>2. Apiculture advisory and extension services.</li> <li>3. Market support and value addition services.</li> <li>4. Bee - keeping equipment and accessories.</li> <li>5. Sanitary and Phytosanitary services.</li> <li>6. Laboratory Testing services.</li> <li>7. Eco system management.</li> </ol>
3.	Traders and Processors	<ol style="list-style-type: none"> <li>1. Financial support.</li> <li>2. Apiculture and Livestock support services.</li> <li>3. Sanitary and Phytosanitary services.</li> <li>4. Certification services.</li> <li>5. Up-to-date Policy framework.</li> <li>6. Apiculture and livestock information.</li> <li>7. Commodity marketing infrastructure.</li> <li>8. Traceability services.</li> <li>9. Product testing services.</li> <li>10. Market Linkages and credit facilities for cooperation.</li> <li>11. PPP guidelines.</li> </ol>
4.	Cooperatives, Farmers and Bee Keepers, Associations, Clubs and Groups.	<ol style="list-style-type: none"> <li>1. Apiculture and livestock advisory and extension services.</li> <li>2. Apiculture registration of co-operatives.</li> <li>3. Apiculture and livestock input and implement.</li> <li>4. Financial support.</li> <li>5. Apiculture and livestock public infrastructure.</li> <li>6. Apiculture and livestock specialized services.</li> <li>7. Apiculture and livestock information.</li> <li>8. Facilitation of PPPs.</li> <li>9. Facilitation of access to financial services.</li> <li>10. Sanitary and Phytosanitary services.</li> <li>11. Market linkages.</li> <li>12. Up to date technology development.</li> </ol>
5.	Pasture and forage seed companies.	<ol style="list-style-type: none"> <li>1. Up to date Policy and Legislative framework.</li> <li>2. Facilitation of seed testing, variety protection and certification services.</li> <li>3. Training and information on pasture production.</li> <li>4. Facilitation of Phytosanitary certificates, import and export permits.</li> <li>5. Specialized pasture extension services.</li> <li>6. Export facilitation to regional markets.</li> </ol>



**Group 2: LDC stakeholders and partners and their interests and concerns which require urgent action by Ministry of Livestock and LDC in Table 7.**

Table 7: LDC Stakeholders and partners interest and concerns

No.	Stakeholders	Interests and Concerns
1.	Ministries, Provinces, Districts and Spending Agencies.	<ol style="list-style-type: none"> <li>1. Effective and efficient implementation of programmes related to Apiculture and Livestock.</li> <li>2. Apiculture and Livestock information.</li> <li>3. Collaborative support.</li> <li>4. Technical Assistance.</li> </ol>
2.	Higher Learning Institutions	<ol style="list-style-type: none"> <li>1. Collaboration and support in research and development.</li> <li>2. Appropriate Innovations.</li> <li>3. Apiculture and Livestock Information.</li> </ol>
3.	Cooperating Partners (Donors)	<ol style="list-style-type: none"> <li>1. Adherence to international agreements and national plans.</li> <li>2. Efficient financial management.</li> <li>3. Apiculture and Livestock information.</li> <li>4. Good governance systems.</li> <li>5. Women and Youth representation.</li> <li>6. Mainstreaming Environmental sustainability.</li> </ol>
4.	Non-Governmental Organizations (NGOs)	<ol style="list-style-type: none"> <li>1. Adherence to international agreements and national plans.</li> <li>2. Efficient and effective financial management.</li> <li>3. Apiculture and Livestock information.</li> <li>4. Good governance systems.</li> <li>5. Women and Youth representation</li> <li>6. Environmental, social and economic sustainability mainstreaming.</li> </ol>
5.	Consultative Group for International Agricultural Research (CGIAR) (also includes IFPRI, UN-FAO, etc)	<ol style="list-style-type: none"> <li>1. Increased funding for research activities.</li> <li>2. Retention of research staff.</li> <li>3. Demand-Driven Research.</li> </ol>
6.	Professional Bodies.	<ol style="list-style-type: none"> <li>1. Adherence to standards.</li> <li>2. Apiculture and Livestock information.</li> <li>3. Expansion of their membership.</li> <li>4. Facilitate licensing.</li> <li>5. Accreditation of members.</li> </ol>
7.	International Livestock Organizations	<ol style="list-style-type: none"> <li>1. Adherence to international standards for products, trade, procedures and regulations.</li> <li>2. Apiculture and Livestock information.</li> </ol>
8.	International Standard Setting Bodies	<ol style="list-style-type: none"> <li>3. Adhere to international standards.</li> <li>4. Participation in international standards-setting.</li> <li>5. 3. Fisheries and Livestock information.</li> </ol>
9.	Importers/Exporters	<ol style="list-style-type: none"> <li>1. Sanitary and phytosanitary services</li> <li>2. Policy and Regulatory guidelines.</li> <li>3. Traceability Services.</li> <li>4. Laboratory Services.</li> <li>5. Market Support Services.</li> <li>6. Food Safety Certification Services.</li> </ol>

### 3.3 LDC Internal Organisational Analysis

#### 3.3.1 Past Performance

This section reviews LDC's historical performance and examines the internal capabilities of both LDC and MFL to identify their strengths, weaknesses, opportunities, and threats (SWOT), while proposing optimization strategies and mitigation measures. The Ministry of Livestock (MOL) was established in late 2022, whereas LDC has been in operation for over four decades. Given MFL's recent establishment, assessing its performance would be premature.



Consequently, this section concentrates on LDC's performance since its inception in 1982. Overall, LDC's performance is characterized by a blend of successes and shortcomings. However, an analytical evaluation of its performance over the years remains challenging due to the lack of established performance indicators, defined targets, and key policies against which its achievements can be measured.

In its early years, LDC demonstrated strong performance with well-managed livestock farms, abattoirs, and apiculture operations. The organization established a network of veterinary and livestock extension camps within these farms, ensuring that assets were well-maintained. Although livestock production was not on a large-scale commercial level, it successfully met demand during this period.

However, LDC's performance experienced stagnation and decline over the past two decades, from the 2000s to the 2020s. This downturn was primarily attributed to several challenges, including insufficient legislative and policy direction from the government, a lack of robust research and development programs, inadequate breeding initiatives, high production costs, limited extension services, and competition from imported, inexpensive livestock protein.

### 3.3.2 Institutional Capability Assessment

An Institutional Capability Assessment was carried out to analyze in 2023 on LDC's internal condition, identify existing gaps, and propose suitable interventions. The assessment revealed that LDC faced challenges in six key areas:

- (a) Staffing requirements.
- (b) Organizational structure
- (c) The imminent challenge
- (d) Shared values
- (e) Capacity constraints (technical and financial)

#### AREA 1: STAFFING

The tables below illustrates the current status staff numbers in the 4 regions of PNG in the following Operations and Production Division, Policy and Technical Services Division and Corporate Services Division

Table 8: Current staffing for Operations and Production Division

Positions	Key Roles	No.		MOMASE	NGI	HIGHLANDS	SOUTHERN
312	General Manager	1	Position distribution	110	24	112	59
	Regional Managers	4					

Table 9: Current staffing for Corporate Services Division

Positions	Key roles	No of Staff
30	Managers	4
	Accountant	1
	Budget Officer	1
	IFMS Systems Admin	1
	HR Dev. Training officer	1



Table 10: Current Staff for Policy and Technical Services

Positions	Key Roles	No. of Staff
42	General Manager	1
	Managers	4
	Scientists	8
	Veterinary officers	4
	District extension officers	10
	Policy & Compliance	6
	Sales & marketing	6
	Economist	1

## AREA 2: ORGANIZATIONAL STRUCTURE

To support the development and growth of the livestock subsector, LDC operates under the following functional and reporting framework:

- The organization is overseen by a Board of Directors, to whom the Managing Director is accountable.
- Reporting directly to the Managing Director are three Divisions, each led by a General Manager. Within each Division, four functional managers report to their respective General Managers.
- Several staff members, including the Legal Officer, Internal Auditor, Media & Publications Officer, and Executive Officer, report directly to the Managing Director.
- These roles are not affiliated with any of the three Divisions but are instead grouped under the Executive Management Services Division, which operates within the Managing Director's Office.

The current organisational structure is indicated in Section 2.6 of this plan.

## AREA 3: THE IMMINENT CHALLENGE

LDC is currently transitioning from its role as a company in the livestock industry to becoming the sector's regulator. Despite this shift, growth in the livestock subsector is anticipated, particularly with the increased recognition and support from the Government for LDC's operations. Achieving the staffing target of 391 will require time, so short-term contract staff and consultants have been engaged to address immediate capacity gaps. While some gaps will persist in certain areas, these may not pose significant challenges, as alternative methods for completing specific tasks are available.

## AREA 4: SHARED VALUES

LDC currently lacks a formal code of ethics and business conduct to guide staff behavior and interactions. Similarly, there is no established set of core corporate values. To address this gap, six corporate values have been carefully selected to shape staff attitudes and intellectual approaches necessary for the effective implementation of the 2025–2030 Strategic Plan and Balanced Scorecard.

New staff members will undergo an induction into these core values before assuming their roles.



## AREA 5: CAPACITY CONSTRAINTS (TECHNICAL AND FINANCIAL)

**Technical Capacity:** LDC's technical capacity has recently experienced improvements due to external support. However, meeting the demands of the 3 investment programs, 5 Key Result Areas (KRAs), 12 strategies, and 4 indicators outlined under MTDP IV (2023–2027) will require an "all-hands-on-deck" approach.

LDC staff will likely face challenges in fully achieving these objectives, as newly appointed employees require extensive training to develop the necessary skills and knowledge to handle issues independently.

**Financial Capacity:** Significant progress has been made in LDC's financial administration. The Accounts Supervisor position (Grade 13) has been reclassified and renamed as Manager Finance (Grade 17), while the Senior Accounts Payable Officer (Grade 07) has been renamed and reclassified as Accountant (Grade 15). In addition to the existing Examiner role, four new positions have been established: Budget Officer, IFMS System Administrator, Commitment Officer, and Certifying Officer. The Accountant now supports the Finance Manager with financial transaction input, while the generation of financial statements, to be audited externally, is managed by the Finance Branch under the Finance Manager's oversight rather than the Division's General Manager.

**Capacity Issues:** To effectively address critical challenges, LDC must continue strengthening its capacity. Key areas of focus include:

- (a) Advancing livestock infrastructure development.
- (b) Expanding staffing to fill essential positions.
- (c) Implementing new systems and procedures.
- (d) Adjusting to the updated organizational structure.
- (e) Streamlining work processes, reporting mechanisms, decision-making practices, and performance monitoring systems to align with these changes

### 3.3.3 Governance and Strategies

Over the years LDC has not developed any strategies and has been operating on an ad hoc basis and has not improved and grew. This was due to various contributing factors caused by various governments and management particularly absence of adequate legislation and policy directions. Failure in these critical areas resulted in no research and development programs, lack of breeding programs, high cost of production, lack of extension services and the availability and easy access of cheap protein imported from overseas and staff training and development.

### 3.3.4 Infrastructure and Facilities

Almost 100% of the facilities, abattoir and farm equipment were total destroyed due to poor management and maintenance programs. Some of these facilities were used by DAL and LDC staff for personal use (Figure 5).

Going forward all infrastructure and farm equipment and facilities will be improved.



Figure 5: Old and deteriorated Abattoir and Staff house at Konfarm

### 3.3.5 Current Assets and Potential Investments

LDC has huge land available for livestock production and development of beef cattle, dairy cattle, piggery, poultry and honey.

### 3.3.6 Accessibility and Support Services

The current National Government Connect PNG Program and Economic Corridor Policy will support livestock program in PNG.

## 3.4 Risk Management

LDC does not have the following established within the organisation:

- (a) Occupational Health and Safety management
- (b) Environmental management systems
- (c) Quality control systems

The common risk and management strategies are indicated in Appendix 5.



# CHAPTER 4

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## ALIGNMENT WITH NATIONAL POLICIES AND STRATEGIES





## 4.1 Comply with Regulatory Requirements

### 4.1.1 National Gazette No. G690

The *National Gazette No.690 "Determination of Titles and Responsibilities of Minister"* dated 31<sup>st</sup> August 2022 Honourable James Marape, MP Prime Minister of Papua New Guinea declared in Schedule 26 Minister for Agriculture, Schedule 27 Minister for Livestock (Figure 6), Schedule 28 Minister for Oil Palm and Schedule 29 Minister for Coffee. In column 3 the demarcated responsibilities of each ministry and departments. The details provided in Appendix 2.

SCHEDULE 27—MINISTER FOR LIVESTOCK			
Column 1	Column 2	Column 3	Column 4
SEKIE AGISA	MINISTER FOR LIVESTOCK	All the matters related to – (a) Livestock Development Corporation; and (b) Veterinary Surgeon Board.	<i>Animals Act</i> (Chapter 329) (except Part V.3). <i>Animal Disease and Control Act</i> (Chapter 203) (other than powers relating to international trade). <i>Slaughtering Act</i> (Chapter 238).

Figure 6: National Gazette No.690 Schedule 27 Minister for Livestock

### 4.1.2 Relevant Acts

The following legislation supports establishment and operations of Livestock Development Corporations Limited.

- (a) Companies Act 1997  
The Constitution of LDC was developed based on this Act.
- (b) Animals Act 1980 (Chapter 239)
- (c) Animal Disease and Control Act 1976 (Chapter 206)
- (d) Slaughtering Act (Chapter 238)

## 4.2 Alignment with PNG Government Strategies and Policies

### 4.2.1 Alignment to National Government Development Expectations

Figure 7 shows how LDC Strategic Plan is aligned with the National Government expectations from annual plans to Vision 2050.

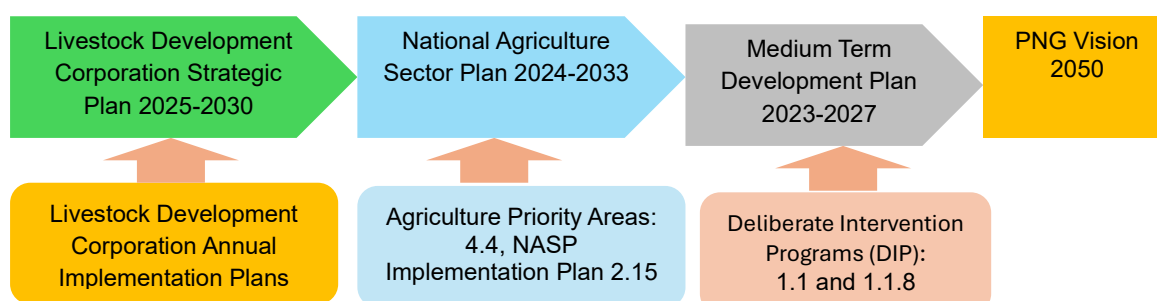


Figure 7: Alignment to National Government Expectations



#### 4.2.2 The PNG Vision 2050

In 2007, the National Executive Council (NEC) on advice from the National Planning Committee (NPC) to develop a framework for a long-term strategy “The Papua New Guinea Vision 2050” a roadmap for future direction for PNG. This plan is underpinned by seven Strategic Focus Areas, and the following are applicable to NSAP and LDC:

1. Human Capital Development, Gender, Youth and People Empowerment.
2. Wealth Creation.
3. Institutional Development and Service Delivery.
4. Environmental Sustainability and Climate Change.

In chapter 1 Section 3 the development strategy focused on key economic growth sectors, including plantation agriculture, forestry and **Livestock Development**.

#### 4.2.3 PNG Development Strategic Plan 2010-2030

The following sections are applicable to this strategic plan:

- (a) Section 2.6 a model for economic corridors was developed to assist and increase livestock production and provide access to market. There were 6 areas considered in their order of importance in Livestock which was indicated as top priority in Area 1.
- (b) Section 4.7 Recommended for priority research and development must be done on introduction of more productive strain on livestock in PNG.
- (c) Section 5.1 Agriculture and Livestock as sectorial economical strategies and key strategic area table indicated as priority item and key performance indicators (KPI) states meat production including organic must be 107,000 tons per annum as baseline and 4 million tonnes per annum by 2030.

#### 4.2.4 Medium Term Development Plan 2023-2027

The following sections are applicable to this strategic plan:

##### (a) **Part B: SPA 1 Strategic Economic Investment Section 1.1.8**

Inadequate and inconsistent data collection and compilation complicates the determination of livestock production and import statistics. Although the country has large areas that are suitable for large-scale cattle, poultry and other livestock farming, there has been little support in the past to develop the sector. In addition, beef cattle numbers have gradually declined over the past 20 years due to mismanagement of stock, lack of pasture and feeding arrangements, and lack of management and skills in all aspects of animal husbandry. Under the new Ministry of Livestock, Government will invest in a national livestock development program, including large-scale cattle breeding and farming, poultry and other livestock. Under the MTDP IV, domestic livestock production is projected to increase from the current baseline of about 16,000 tonnes to reach 60,000 tonnes in 2027.

The specific investment Programs under this sub-sector include:

- (1) National Livestock Development Program;
- (2) Rehabilitating and building new Abattoirs; and
- (3) Establishment of Commercial Animal Feed Farm.



Table 11 shows the investment requirements, KRAs, strategies and targets to develop the livestock sector.

Table 11: Investments, KRAs and Strategies for Livestock Sector

Table 1 Investments		2023	2024	2025	2026	2027	Total Est. Cost (K'mil)	Funding Source(s)
DIP Link	Investment	(K'mil)	(K'mil)	(K'mil)	(K'mil)	(K'mil)		
DIP 1.1	National Livestock Development Program	30.0	50.0	50.0	50.0	50.0	230.0	GoPNG/PPP
DIP 1.9	Rehabilitating and building new abattoirs	0.0	10.0	20.0	20.0	10.0	60.0	GoPNG/PPP
DIP 1.1	Establishment of commercial animal feed farm	0.0	15.0	20.0	10.0	5.0	50.0	GoPNG/PPP

Table 2 Key Result Areas		2023	2024	2025	2026	2027	Responsible Agency(ies)
No.	Key Performance Indicator						
1	Number of National cattle breeding farms rehabilitated and established	1	2	3	4	5	DAL/LDC
2	Number of livestock/poultry quarantine centres established and in operation	1	2	3	4	5	DAL/LDC
3	Number of small livestock Provincial breeding and distribution centres rehabilitated and restocked	1	2	3	4	5	DAL/LDC
4	Number of abattoirs rehabilitated and development	1	2	3	4	5	DAL/LDC
5	Number of old cattle ranches reclaimed, rehabilitated and restocked	2	4	6	8	10	DAL/LDC

Table 3 Strategies		Policy Reference
No.	Implementation Strategy	
1	Establish breeding and distribution centres	Agriculture Medium Term Development Plan
2	Support research development and training programs	
3	Rehabilitation and build regional abattoirs	
4	Commercialise the Cattle Industry	
5	Encourage smallholder commercial piggery and poultry production	
6	Promote cooperative society marketing under the Nucleus Estate Concept	
7	Acquisition of Land/Sustainable Land Development	
8	Promote downstream processing	
9	Promote the development of ruminants	
10	Support research and development for animal pest and disease control (Biosecurity)	
11	Development of quarantine facilities	
12	Promote partnerships to diversify the industry	

Table 4		Indicators							
No.	Indicator	Source	Base-line (2020)	Annual Targets					
				2023	2024	2025	2026	2027	
1	Annual total beef, pork and mutton import value (K'mil)	ASYCUDA ++	350	330	300	270	240	200	
2	Annual total domestic beef, pork and mutton production ('000 tonnes)	AMTDP	15.5	22	30	40	50	60	
3	Livestock contribution to the agriculture sector (%)	NADP	N/A	DAL to provide data					
4	Livestock sector contribution to GDP (%)	NSO	N/A	NSO to provide data under the National Accounts					
Executing Agency:		Livestock Development Corporation, DAL, Customs, NAQIA							
Sector Coordination Mechanism:		High-Level Agriculture Coordination Committee							
Lead Sector Agency:		Department of Agriculture and Livestock and DNPM (oversight)							

Source: Section 1.1.8 MTDP IV 2023-2027 and Section 4.5.4 NASP 2024-2033



(b) **Part A: Chapter 3 National Government to build Economy to K200 billion by 2030.**

Budgeted K340 million to create 7 000 jobs in Poultry projects in East Sepik and Port Moresby.

(c) **Part B: SPA 1 DIP 1.1 Commercial Agriculture and Livestock Development**

Investments will focus on large-scale commercial projects that go beyond primary production to include agro-processing and value-adding along the whole supply chain. Smallholder involvement will be further strengthened to generate income earning opportunities in nearby rural areas. In the medium term, a new National Agriculture Sector Plan and overarching legislation will be developed to ensure strong governance and coordination of the sector.

Agriculture accounts for 14% of the total GDP. This continues to be the primary economic activity that provides livelihoods for over 80% of the rural population, many of whom rely on subsistence farming for their basic needs and have limited contact with the formal economy.

The Government's goal for the agriculture sector is to increase agricultural export values by 58% and volumes by 56%. It will increase the sector's GDP contribution to 31.7% by 2027.

The value of all agricultural export commodities has been stagnant for most part of the MTDP III period compared to the two years of MTDP II. This has primarily been due to internal factors such as extreme weather conditions, lower yields from ageing trees, pests and diseases, lack of farmer incentive and poor market access. However, relatively better market prices, and Government interventions (price stabilisation and freight subsidy) boosted commodity values on average by 121.5% in 2021.

(d) **Part B: Section 1.11 (ii) Downstream Processing of livestock products including: poultry, cattle and pork.**

#### 4.2.5 Other National Policies, Strategies and Regulatory Requirements

The other key national policies, strategies and regulatory requirements that support the implementation of this plan include:

- (a) The Connect PNG Act 2021
- (b) The Connect PNG Policy
- (c) Economic Corridor Policy
- (d) Special Agricultural Lease (SAPL) Policy
- (e) Other applicable National Policies



### 4.3 National Agricultural Sector Plan 2024-2033

#### 4.3.1 Performance of Livestock Sub-Sector

Section 2.4 Performance of Livestock Sub-sector stipulated despite the country having a massive land mass, which has great potential to do large-scale cattle, poultry and other livestock farming; and minimal support overtime given by the past governments to livestock support sector has resulted in the following outcomes:

- (a) PNG produces estimated value of 16,000 tone of meat year and consumed in PNG and cannot the meat the local demand.
- (b) To meet this demand PNG imports 67,307 tonnes of meat annually at a cost of K392 million.
- (c) Beef cattle numbers have been static for the last 20 years and have gradually declined due to mismanagement of stock, lack of pasture and feeding arrangements, and lack of management and skills in all aspects of animal husbandry.
- (d) The meat production has at a rate of 5% per annual at 20,000 tonnes.

Section 2.2.1 Ministry of Livestock and Section 2.4 anticipates increasing investments in the livestock development of PNG with the following:

- (a) Large-scale commercial cattle breeding and farming, poultry, piggery and other ruminants.
- (b) Plan to produce 60 000 tonnes of meat by 2027 to meet the domestic demand.
- (c) Support establishment of commercial feed farms and slaughtering abattoirs and value chain facilities.
- (d) MTDP IV and NSAP projected K4 billion for Targeted Investment Programmes and allocation for Livestock investment is K1.34 billion.

#### 4.3.2 Agriculture Priority Areas (APAs)

Section 4.4 identified 13 APAs and all of these are applicable LDC and this strategic plan. Successful implementation of this plan will achieve the results of these 13 APAs. The SPAs, objectives, KRAs and KPIs are derived from these 13 APAs, and these are explained in detail in Chapter 5 of this plan.

#### 4.3.3 PNG to become middle-income earner by 2030

Section 4.5.3 states that Goal for Agriculture and Livestock 2030 shall become the middle-income earner country as the National Strategic Plan 2030. The Government expects the agriculture sector to:

- (a) Increase agricultural cash crops and livestock production to 40% from current baseline. This will contribute to creating an additional 267,400 jobs and K7.2 billion in national income as well as increasing downstream processing to 40% by 2030.
- (b) How much will LDC contribute to this requirement?



#### 4.3.4 Increase Scale of Production and Market Competitiveness

Section 5.1 requires enhanced productivity, increased scale of production and market:

- (a) The government recognizes the role that private sector plays in transforming PNG agriculture from subsistence-based to competitive and market-led farming. The change will be driven by investments of private actors ranging from smallholder farmers, cooperatives and to larger investors.
- (b) Investment from smallholder farmers is primarily limited by access to finance, whereas attracting larger investors requires promotion, partnerships, and incentives.
- (c) In order for PNG to achieve its target in the medium term, production has to be increased by making available three important facilities of production to farmers, agribusiness enterprises, markets, credit, and inputs. Production will be at two levels: Large-scale and small-scale.
- (d) Large scale farming will be through:
  - (1) Commercial farming
  - (2) Downstream processing
  - (3) Value adding and establishment of value chains
  - (4) Rehabilitation and revival of large-scale run-down farms
  - (5) Developing of Special Economic Zones (SEZs) for livestock.

#### 4.3.5 Private Sector Participation and Investment

Section 5.5 ensures the national government to provide Policy and Legal Environment for Enabling Strategic Private Sector Participation and Investments. This partnership is limited to primary production, processing, marketing, insurance and financing. The objective is to promote private livestock sector participation in the management and development of livestock.

#### 4.3.6 Comprehensive Research and Development

Section 5.6 aligns with the SPA 6 of MTDP IV in support of learning, research and development in innovations and technology to cater for industry needs. To meet this requirement LDC will partner with reputable research organisation and participate in **Demand-Driven Research** with innovative technologies that meets the needs of the communities and national government.

#### 4.3.7 Targeted Priority Investments

Section 6.6 stipulates the target priority investments for Livestock under the MTDP IV 2023-2027 indicated in Table 12.

Table 12: Target Priority Investments

No	DIP Link	Investment Strategies	Total Est.Cost (K'million's)	Funding Source
39	DIP 1.1	National Livestock Development Program	K230 million	GOPNG/PPP
40	DIP 1.9	Rehabilitating and building new abattoirs	K60 million	GOPNG/PPP
41	DIP 1.1	Establishment of Commercial Feed Farm	K50 million	GOPNG/PPP
			K 340 million	

Source: MTDP IV 2023-2027 and NASP 2024-2033



#### 4.3.8 Part 2 Strategies and Implementation Plan

- (a) Chapter 1 Agriculture Priority Areas and Strategies Objective 6.4 Livestock Research strategies:
  - (1) Establish breeding and distribution centres;
  - (2) Support R&D programs for animal diseases, and pest's control;
  - (3) Conduct research on increasing nutritious value of fodder;
  - (4) Promote research on diversified animal products;
  - (5) In partnership with private sector, conduct research on animal feed formulation
- (b) Annex 2 Livestock, Aquaculture and Apiculture Budgets Requirements are indicated in Table 14 Section 6.2.1 and Table 14 Section 6.5.

#### 4.3.9 Section 2.15 NASP Implementation Plan

Between 2015 and 2022 PNG imported 317,000 tons of meat including beef, lamb flaps, pork and poultry worth K450 million per annum and in ten years from 2015 to 2025 it would be K4.5billion. Domestic production of meat is about 20,000 tons per annum. Bulk of these are poultry meats produced by NGTBs and Zenag. Ramu Agri Industries Ltd is the major commercial producer and supplier of beef in PNG with herd capacity of 24,500 heads of cattle and 1000 breeding cows per annum. Rumion and Pelgens are major pork producers.

Commercial development of livestock by local farmers and entrepreneurs remain at MSME level. NASP 2024-2033 supports MTDP IV 2023-2027 and the Government's priority on large scale commercial development and downstream processing in the livestock industry. The focus livestock in the NASP are; cattle (Beef, Dairy), Poultry (Meat, Egg), Piggery and Apiculture and seeks to up-scale and out-scale their production and domestic downstream processing of these livestock. This will in turn increase the subsector revenue and significantly impact the rural communities and improved nutrition. The GDP contribution to the economy will also increase. Employment opportunities will also be created for graduates, school leavers and youths in the subsector.

LDC is also accountable for development of the following areas with specific outcomes and targets to be delivered between 2025 and 2033:

- (a) Beef cattle
- (b) Dairy cattle
- (c) Poultry
- (d) Piggery (Swine)
- (e) Apiculture (Honey)

### 4.4 ISO and UNDP Standards

#### 4.4.1 Plan-Do-Check-Act (PDCA) Concept

This plan was developed using the concept of Plan-Do-Check-Act (PDSA) and is a requirement of ISO/UNDP 53002 standards. It is an iterative process used to achieve continual improvement. It can be applied to any organization to support the development of a mindset of continual improvement and to each of its individual elements, as follows:

- (a) **Plan:** Determine and assess risks and opportunities, establish goals, objectives and processes necessary to deliver results in accordance with government policies and strategies including NASP 2024-2033, MTDP IV 2023-2027 and ambitions and meet the UN/ISO standards.



- (b) **Do:** Implement the strategies, processes and procedures as planned.
- (c) **Check:** Monitor and measure activities and processes with regard to the national strategies and policies including NASP 2024-2033, MTDP IV 2023-2027 policies and objectives and meet the UN/ISO Standards and report the results.
- (d) **Act:** Take action to continually improve performance to achieve the intended results and report the performances to key stakeholders.

#### 4.4.2 ISO Standards

The basic ISO Standards used in this document:

- (a) ISO 9004 Management of Success of an Organisation – Quality Management Approach.
- (b) ISO 9001:2015 Quality Management System
- (c) ISO 10018 Quality Management Systems – Guidelines for people involvement and competencies.
- (d) ISO/UNDP 53002 17 Sustainable Development Goals.
- (e) ISO 26000 Guidance on Social Responsibility.

#### 4.4.3 UNDP Sustainable Development Goals

In collaboration with the International Organisation for Standards (ISO) and the United Nations Development Program (UNDP) in 2024 developed a new ISO/UNDP Standards called the ISO/UNDP 53002. It is a guideline that contributes to implementation of 17 UN Sustainable Development Goals (UNSDG) agreed by United Nations General Assembly in 2015 and shall be achieved by 2030.

It provides guidance for any organization to manage and optimize its contributions to achieving the United Nations Sustainable Development Goals (SDGs) and to:

- (a) identify, prioritize and manage its impact on interested parties.
- (b) embed sustainable development into its strategy, operations and decision-making, in all its activities, in a systematic and holistic way; and
- (c) enhance and demonstrate its work and performance towards achievement of the SDGs, notably by maximizing its beneficial impacts and minimizing adverse impacts on interested parties, especially under-recognized and vulnerable groups.

Section 4.5.1 of National Agriculture Policy (NAP) requires the targets to achieve the Sustainable Development Goals (SDGs) related to agriculture in PNG. Successful implementation of this plan will contribute the achievement of these SDGs:

- (a) SDG 1: End poverty in all its forms everywhere.
- (b) SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- (c) SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment decent work for all.
- (d) SDG 12: Ensure sustainable consumption and production patterns.
- (e) SDG 13 Take urgent action to combat climate change and its impacts.
- (f) SDG 15 Terrestrial Ecosystems, Forests and Land



#### 4.5 Industry Best Practices – AS/NZ Standards

Partnership with Australia and New Zealand Governments, livestock organisations and companies would require meeting Australia and New Zealand standards. Details of partnerships agreements in Sections 5.2.3 and 5.5.3 of this plan.



Figure 8: Bihute restocking program in EHP



Figure 9: 2<sup>nd</sup> load of cows from Sialum in Morobe to Launakalana to Rigo Central Province



# CHAPTER 5

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## STRATEGIC PRIORITY AREAS





## 5.1 SPA 1: Enhance Institutional Capacity and Governance

### 5.1.1 Objective

To enhance institutional capacity through improvement of governance, policies, legal frameworks, safety, quality and risk management.

### 5.1.2 Requirements and Deficiency Statement

The MTDP IV 2023-2027 and NASP 2024-2033 requires improvement of all government institutions to improve their governance and administration systems. At LDC there were no adequate management systems and mechanisms in place including amendment of the constitution, policies and procedures, strategies and document control and management systems. These are also the requirements of ISO 9001:2015 and NASP APA numbers 5, 7, 11 and other applicable APAs as stipulated in Section 4.4.

### 5.1.3 Key Result Area 1: Governance, Policy and Legal Framework

To ensure that the systems including policies and procedures, constitutions and organisation's constitution is reviewed in accordance with regulatory requirements and meet the requirements of MTDP IV and NASP.

#### 5.1.3.1 KRA 1 Strategies, Results, Measures and Plan Targets

Strategic Result:	LDC to be well-structured organisation supported by appropriate policies and legislative frameworks.		
Program Objective 1:	To review current organizational structure to effectively implement the NASP 2024-2033, National Livestock Policy 2023 and MTDP IV 2023-2027 by 2028		
Expected Outcome:	Timely achievement of investment goals of NASP 2024-2033, National Livestock Policy 2023, MTDP IV 2023-2027, Vision 2050, etc		
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Review of the current Org. Structure indicated Section 2.6	Revised organisational structure fully funded and occupied.	Percentage increase of PE allocation and the number of positions filled.	• 70% of PE allocated by 2025
			• 242 staff by 2024.
			• 80% of PE Budget allocated by 2025
			• 302 staff by 2025.
			• 90% of PE Budget allocated by 2026.
			• 352 staff by 2026
Accountable Personal		• 391 staff by 2024 Human Resources Manager, Managing Director	



<b>Strategic Result:</b>	LDC to be well-structured organisation supported by appropriate policies and legislative frameworks.		
<b>Program Objective 2:</b>	To strengthen the policy and legislative framework by 2028		
<b>Expected Outcome:</b>	Improved governance systems, policies and legislations which enable LDC to be competitive		
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Regulate, controll and synchronized livestock industry, operating within a well-developed livestock and animal health and organisational policies	Improved policy framework for livestock and LDC	Apiculture Policy	1x apiculture developed by 2027
		Poultry Policy	1x Poultry Policy Developed by 2026
		Beef Cattle Policy	1x Beet Policy Developed by 2026
		Dairy Cattle Policy	1x Dairy Policy Developed by 2026
		HR Policy	1x HR Policy Developed by 2026
		ICT Policy	1x ICT Policy Developed by 2026
		Internal Revenue Policy	1x IR Policy Developed by 2026
		Housing Policy	1x Housing Policy Developed by 2025
		Partnership Policy	1x Partnership Policy Developed by 2026
		R&D Policy	1x R&D Policy Developed by 2026
Development, review and harmonization of livestock legislative and regulatory framework.	Livestock legislative and regulatory framework improved.	Livestock Development Act enacted.	Livestock Development Act 2023 enacted by 2024.
		Number of livestock regulations developed.	Livestock Regulations developed by 2025.
		Number of animal health regulations developed.	Four (4) Animal Health Regulations developed by 2027.
		Number of AITS regulations developed.	1 x Animal Identification and Traceability Regulation developed by 2025.
<b>Accountable Personal</b>		HR Manager, ICT Manager, Finance Manager, Managing Director	

#### 5.1.4 Key Result Area 2: Review Constitution and Board Committees

Since the establishment of LDC in 1982 and in the last 33 years (1982-2015) it operated without any formal constitution. However, under the leadership of former DAL Secretary Dr Vele Pat Ilaáva documented the first Constitution in March 2015 and was never approved. Special Board Committees must be established for effective establishment, management and coordination of corporate governance within LDC.

##### 5.1.4.1 KRA 2 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		LDC to be well-structured organisation supported by appropriate policies and legislative frameworks.	
<b>Program Objective:</b>		To review Constitution and establish effective Board Committees by 2028	
<b>Expected Outcome:</b>		LDC constitution reviewed and approved by the Board and Board Committees established and fully functional.	
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Review LDC Constitution	Improved governance and systems	Constitution approved and functional	1x Constitution reviewed
Establish Board Committees	Improved governance and systems	Board Committees established	4x Board Committees established
<b>Accountable Personal</b>		Board and Management	



### 5.1.5 Key Result Area 3: Safety and Quality Management

LDC does not have Occupational health and safety, environment, risk and quality management systems established. As part of the transformation process and continuous improvement these systems will be established. These systems must be established that meets the international standards, best practices, ISO standards, AS/NZ standards and National Government regulatory requirements.

#### 5.1.5.1 KRA 3 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>	LDC to be well-structured organisation supported by appropriate policies and legislative frameworks.		
<b>Program Objective:</b>	To establish safety, quality, environment and risk management systems by 2028		
<b>Expected Outcome:</b>	Improved health, safety, environment, quality and risk management systems and established and operational.		
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Establish Occupational Health, Safety and Environment Management Systems	Improved OHSE management system within LDC	Safety Policy	1x safety policy developed by 2026
		OHSE SOP Manual	1x OHS Manual developed by 2026
		Waste Management Policy	1x Waste management policy developed
		Waste Management Manual	1x waste management manual developed
		Environment Policy	1x Environment policy developed
		Environment Management Manual	1x Environment manual developed
Establish Quality Control and Management Systems	Set up system that meets ISO standards	Quality Policy	1x quality policy developed by 2026
		Quality Management Systems	1x quality management systems manual developed by 2026
Establish Security Management Systems	Effective control of security threats at all times	Security Policy	1x security policy developed by 2026
		Security Management SOP Manual	1x security management manual developed by 2026
<b>Accountable Personal</b>		HR Manager, OHSE Manager and Managing Director	



Figure 10: Tiaba Abattoir at 12 mile, NCD.



## 5.2 SPA 2: Facilitate Growth of Livestock Industry in PNG

### 5.2.1 Objectives

To facilitate and revive the growth of livestock industry through capacity building, demand-driven research and development, extension services, improve infrastructure, farm equipment and resources.

### 5.2.2 Requirements and Deficiency Statement

Section 1.18 of MTDP IV requires old and run down facilities including abattoirs to be improved and rehabilitated, inadequate or limited research and development being conducted in the livestock industry in the country and going forward recommend for demand-driven research must be conducted related to livestock in collaborations with reputable organisations in PNG and overseas. Rehabilitation requirements are indicated In Section 2.15 of NASP Implementation Plan 2023-2027.

Lack of adequate funding and together with these factors has resulted in breakdown of facilities and equipment owned and operated by LDC in all regions. MTDP IV and NASP Policy and Implementation Plan recommends for improving of stakeholder participation and networking.

### 5.2.3 Key Result Area 1: Training and Capacity Development

Training and Development is vital component that contribute to effectively delivery of this plan. LDC will facilitate and conduct training with farmers with Small to Medium Enterprise Corporation (SMEC), improve graduate training scheme and staff capacity building program. LDC will also sign MOUs with various training institutions both in PNG and overseas. As part of the Capacity Development program establish the New Zealand (NZ) Livestock Job Placement Program as a recurrent activity to meet requirements of NASP APA 7.

#### 5.2.3.1 KRA 1 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		Well established and highly developed livestock industry in Papua New Guinea	
<b>Program Objective:</b>		To strengthen and establish effective training and development program by 2028	
<b>Expected Outcome:</b>		Enhanced training and capacity building program	
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Sign joint MOU between LDC and SME Corporation to upgrade farmer livestock skills	Farmers equipped with new skills to improve livestock management	No. of Farmers	100x farmers trained by 2028
		No. of training conducted	20x training courses conducted by 2030
		No. of MOUs signed	1x MOU signed with SMEC
Sign MOU with Institutions for Graduate Training Scheme	Graduated are recruited from institution	No. of MOUs signed	3x MOUs signed
		No. of graduates recruited in various fields	50 students recruited under GDS by 2030 in beef cattle, poultry, piggery etc.
Establish the New Zealand (NZ) Livestock Job Placement Program	Skills and abilities of LDC employees strengthened	No. of staff sent to New Zealand	10 x staff access this program by 2028
<b>Accountable Personal</b>		HR Manager and Managing Director	



## 5.2.4 Key Result Area 2: Demand-Driven Research and Development

In partnership with NARI and reputable livestock research organizations in Australia, New Zealand, USA, China etc. will conduct demand-driven research to improve livestock for PNG to be a leader in livestock production and supply in the Western Pacific region.

### 5.2.4.1 KRA 2 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		Well established and highly developed livestock industry in Papua New Guinea	
<b>Program Objective:</b>		To strengthen and enhance livestock research and development program by 2028	
<b>Expected Outcome:</b>		Demand-driven research conducted and resulted produced	
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Sign MOU with NARI and National International Organisations (INO)	Improved livestock industry	MOU with NARI	1x MOU signed between NARI and LDC
		MOU with INOs	2x MOUs signed between LDC and INOs
Support animal pest and disease control reached	Improved and increased rate of bio security	Increasing rate of biosecurity support	20% increase in biosecurity in beef cattle, dairy cattle, piggery and poultry.
Promote livestock genetic resource preservations	Enhanced preservation of indigenous breeds	Increasing rate of indigenous breeds	40% conservation of indigenous breeds
Increase and promote adaptive research and development	Increase in adoption of ATRs	Increasing percentage of farmers using ART	20% increase in adoption by 20230 on ART
<b>Accountable Personal</b>		Human Resources Manager, Finance Manager, Research & Development Manager and Managing Director	

## 5.2.5 Key Result Area 3: Strengthen Extension and Advisory Services

LDC will improve and strengthen extension services by working with the stakeholders including provincial governments, Department of Agriculture, and government agencies.

### 5.2.5.1 KRA 3 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		Well established and highly developed livestock industry in Papua New Guinea	
<b>Program Objective:</b>		To strengthen and enhance livestock extensions and advisory services by 2028	
<b>Expected Outcome:</b>		Improved application of livestock knowledge and practices by small-scale farmers.	
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Strengthen technology to increase production	Improved and increased in production levels	Improved yield by small scale farmers	40% increase in livestock yields by 2027 and more than 50% by 2030
Coordination among stakeholders in extension and advisory services strengthened.	Improved coordination in extension service delivery	The number of platforms with stakeholders in Section 5.5 in accordance with MOUs.	10 public private extension service delivery platforms established by 2027
Participatory Extension Approaches (PEA) strengthened	PEA Strengthened with partners and stakeholders	Number of approaches	PEA strengthen by the end of 2026
Boost farmer registration and categorisation.	Livestock and bee farmers registered and categorised	Number of farmers registered and categorised	5,000 farmers registered and categorised by the end of 2027.



Farmer-research and extension linkages strengthened.	Improved farmer – research and extension linkages platforms	Number of platforms	20 research – extension platforms created by 2027 (5 per year from 2024).
Enhance ICT in agricultural extension and advisory services	e-extension established	Number of ICT platforms identified and established.	e-extension established by 2024 and 2025
<b>Accountable Personal</b>		Human Resources Manager, Finance Manager, Research & Development Manager and Managing Director	

## 5.2.6 Key Result Area 4: Improve Infrastructure

Almost all infrastructure, including abattoirs in the country, have been abandoned in the 1990s due to various reasons. LDC will improve all these facilities as part of the abattoir rehabilitation and reclamation program.

### 5.2.6.1 KRA 4 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		Well established and highly developed livestock industry in Papua New Guinea	
<b>Program Objective:</b>		To improve livestock infrastructure and equipment through Public-Private Partnership (PPP) arrangements	
<b>Expected Outcome:</b>		All abattoirs improved and operational	
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
LDC through DAL to work with DLPP to ensure that land is made available and / or reclaimed	Land acquired and developed in a sustainable manner	Hectares of land acquired and / or reclaimed.	500 ha of land acquired by 2027 for livestock operations 1x Registered Surveyor engaged
Support the development of Office blocks	Office accommodation at all levels improved	Development of the LDC Head Office building. The number of regional offices rehabilitated and developed. The number of District Offices established.	1 Head Office Building by 2027. Regional offices fully rehabilitated and developed by 2025. 20 District Offices established by 2027.
Develop, rehabilitate reclaim infrastructure for restocking indicated in Sections 5.3.6, 5.3.8, 5.3.10, 5.3.14	Livestock infrastructure developed and operationalized.	Number of infrastructure rehabilitated and operationalized.	4x new PEQ facilities by 2027 5x cattle farms by 2027 5x poultry quarantine centres by 2027 5x (14) abattoirs rehabilitated and operational. 10x cattle ranches by 2027
Policies and SOPs of abattoirs are developed	Abattoirs services improved to meet ISO standards	Number of policies and processes developed	1x Abattoir ops policy and SOP manuals developed
<b>Accountable Personal</b>		Manager Extension Services and Managing Director	

*Note: The numbers indicated in (brackets) are required by NASP Implementation Plan Section 2.15*

## 5.2.7 Key Result Area 5: Improve Farm Equipment and Resources

LDC will further improve resources including improvement of water systems, vehicles, farm equipment including tractors and vehicles.



### 5.2.7.1 KRA 5 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		Well established and highly developed livestock industry in Papua New Guinea	
<b>Program Objective:</b>		To improve farm equipment and resources in all farms by 2029	
<b>Expected Outcome:</b>		All farm equipment replaced and improved	
<b>Strategy</b>	<b>Intended Results</b>	<b>Measure (KPI)</b>	<b>Plan Target and Dateline</b>
Improve water system and irrigation systems	Improved water systems	Number of water irrigation established	10x Water Systems I improved
Improve farm equipment	Adequate farm equipment supplied	Number of farm equipment secured and distributed	10x farm electrical and energy
Improve farm electrical and energy sources	Energy sources improved	Number of Source installed and improved	Source installed and improved
Develop farm equipment resource policy	Policy developed	Number of policies and SOPs developed	1x policy developed and communicated to all farms
<b>Accountable Personal</b>		Human Resources Manager, Finance Manager, Research & Development Manager and Managing Director	



Figure 11: Cattle restocking program at Erap Morobe Province



## 5.3 SPA 3: Sustainable High Quality Livestock Production

### 5.3.1 Objective

To promote sustainable growth and profitability of livestock by improving access to financial incentives for farmers, quality and quantity of beef cattle, dairy cattle, poultry, piggery, honey productions, effective management of biosecurity, information and data, improve marketing and value-chain.

### 5.3.2 Requirements and Deficiency Statement

There is lack of commitment in facilitating the growth of a smart, sustainable, commercialised and diversified livestock industry, enhancing the local livestock value chain and improving access to finance and insurance for production and supply within the domestic market, as well as promoting downstream processing. As such MTDPIV and NASP recommended for incentive programs such as the establishment of the Livestock Industry Savings & Loan Society and voluntary superannuation contributions will be explored. These schemes enhance and improve small holder farmers, commercial livestock established and long term sustainability of livestock programmes in PNG.

Section 2.15 of NSAP Implementation Plan 2024-2033 requires increase of supply and production of beef cattle, dairy cattle, poultry, piggery (swine) and apiculture (honey).

### 5.3.3 Key Result Area1: Improve Access to Finance for Production and Supply

LDC will improve access to finance for farmers to increase production and supply by working with stakeholders indicated in SPA 5.5.

#### 5.3.3.1 KRA 1 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		Improved quality and quantity in livestock production and supply with sustainable best practices.	
<b>Program Objective:</b>		To facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry through farmer incentive programs	
<b>Expected Outcome:</b>		Highly developed lucrative livestock industry established.	
Strategy	Intended Result	Measure (KPI)	Plan Target and Dateline
Assist smallholder farmer into semi commercial livestock, piggery and poultry production through farmer savings and loans society.	Fully commercialisation of the livestock sector with increased semi-commercial farms.	No. of new commercial life farmers (cattle, poultry, piggery and apiculture).	20 x commercial small holder farms established 2027
Provide incentives for smallholder commercial livestock, piggery and poultry farmers.	Smallholder commercial livestock, piggery and poultry farmers encouraged.	Number of smallholder farmers provided incentives.	1,000 x smallholder farmers by 2027
Promote Cooperative Society Marketing under the Nuclear Estate Concept.	Cooperative Society Marketing under the Nuclear Estate Concept promoted.	Number of Cooperative Society Marketing promoted	1,000 x Cooperative Societies.
Enhance application of climate friendly Indigenous	Improved use of climate friendly Indigenous	Number of smallholder farmers	1,500 x smallholder farmers by 2028



Knowledge Practices (IKPs)	Knowledge and Practices (IKP)	using climate friendly IKPs.	
Develop livestock finance product.	Access to finance services expanded.	% increase in agricultural financing.	50% increase in agricultural financing services by 2027.
Support financing and insurance promotion.	Access to livestock supply finance and insurance increased.	% increase in smallholder livestock	20% increase of livestock suppliers accessing finance by 2027.
		% increase in smallholder livestock suppliers accessing insurance.	20% increase of livestock suppliers accessing insurance by 2027.
Accountable Personal		Human Resources Manager, Finance Manager, ICT Manager, Research & Development Manager and Managing Director	

### 5.3.4 Key Result Area 2: Improve Beef Cattle Production

Section 2.15.1 of NASP 2024-2033 Implementation Plan stipulates that PNG imported total of 43,000 tons of beef between 2017 and 2022, which averages 7200 tons per annum. PNG also import large volumes of dairy products from Australia and New Zealand. Domestic head of cattle is estimated at 80,000.

Local beef production is 3,000 tons per annum. Cattle has huge potential for commercial development to replace imports and make beef and dairy products accessible and affordable for the population.

To meet this demand LDC, by working with its stakeholders and partners, will develop and commercialize the beef cattle industry and located in Western, WHP, EHP, Morobe, WSP, ESP, Madang, Milne Bay and Oro provinces.

#### 5.3.4.1 KRA 2 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>	Improved quality and quantity in livestock production and supply with sustainable best practices.		
<b>Program Objective:</b>	To facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry through beef cattle production		
<b>Expected Outcome:</b>	Highly developed lucrative livestock industry established.		
Strategy	Intended Result	Measure (KPI)	Plan Target and Dateline
Establish breeder farms	Improved breeders	No. of farms established	10x farms established
Supplier breeder stock	Increased supply of breeder stock	No. farms established	10,000 x breeder stock supplied
Identify and establish distribution centres	Distributions centres operational	No. farms established	5x distribution identified and ready for distribution
Develop ranges	Ranges improved	No. farms established	18x ranges developed
Establish Commercial Farms	Commercial production improved	No. farms established	2x commercial farms established
Supply of steers to farmers	Increase steer stocked	No. of steers distributed	10,000 steers per annum
Improve pasture	Pasture improved in all farms in PNG	No. of farms and pastures	5x pastures improved
Develop feedlot	Improved feedlot	No. of feedlots	5x feedlot developed



Develop policies and SOPs	Improved systems and governance	No. of policies and SOPs developed	Policies and SOPs developed
Reduce imports	Reduced to meet target set by the NASP and MTDPIV	Percentage in reduction	50% of beef cattle imports reduced
<b>Accountable Personal</b>		Managing Director and Senior Management	

### 5.3.5 Key Result Area 3: Improve Dairy Cattle Production

According to section 2.15.2 of NASP 2024-2033 Implementation Plan PNG imports and consumes about 14,000,000 litres of dairy products annually. Large proportion (>90%) of the dairy products are imported from Australia and New Zealand. The value of import is about K400 million, which can be reduced with domestic dairy cattle development. Dairy products include fresh milk, cheese, yogurts, milk flavored chocolates and confectionaries. Potential sites for dairy cattle development include: Central, Western, Western Highlands, Southern Highlands, Hela and East Sepik provinces.

#### 5.3.5.1 KRA 3 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		Improved quality and quantity in livestock production and supply with sustainable best practices.	
<b>Program Objective:</b>		To facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry through dairy cattle production	
<b>Expected Outcome:</b>		Highly developed lucrative livestock industry established.	
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Conduct feasibility study	Feasibility studies completed	No. of farms established	1x feasibility study conducted
Lactating stock management	Improved lactating stock	No. farms established	3x dairy farms established
Dairy farms established		No. farms established	5,000 lactating stock supplied
Improve pasture	Pasture improved in all farms in PNG	No. farms established	(3)x pasture improved
Establish distribution centres	Distributions centres operational	No. farms established	(3)x distribution centres established
Develop ranges	Ranges improved	No. of steers distributed	3x ranges developed
Develop feedlot	Improved feedlot	No. of farms and pastures	(3)x feedlot developed and maintained
Establish milk production facilities	Improved production facilities	No. of feedlots	(2) x milk production facilities established
Develop policies and SOPs	Improved systems and governance	No. of policies and SOPs developed	Policies and SOPs developed
Supply dairy products	Increased production and meet demand	Quantity of dairy products	1,000,000 litres per annum
Reduce imports	Reduced to meet target set by the NASP and MTDPIV	Percentage in reduction	10% dairy cattle imports reduced
<b>Accountable Personal</b>		Managing Director and Senior Management	

**Note:** The plan target figures are requirements of the Section 2.15.2 of NASP 2024-2033 Implementation Plan and exclude the figures in brackets.



### 5.3.6 Key Result Area 4: Improve Poultry Production

In accordance with Section 2.15.3 of NASP Implementation Plan states that the poultry products (meat and egg) are cheaper animal proteins and in high demand. PNG imported total of 159,000 tons of poultry meat between 2017 and 2022, which averages 26,500 tons per annum. Local production is about 40,000 tons per annum. The annual growth for poultry products is 7.5%, which suggest that up-scaling and out-scaling of commercial poultry operations will ensure domestic markets are adequately supplied.

#### 5.3.6.1 KRA 4 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		Improved quality and quantity in livestock production and supply with sustainable best practices.	
<b>Program Objective:</b>		To facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry through poultry production	
<b>Expected Outcome:</b>		Highly developed lucrative livestock industry established.	
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Established breeder farms	Improved breeders	No. of farms established	5x breeder established
Source superior breeds	Breeders sourced and improved	No. of breeders sourced	Superior breeds sourced
Produce and supply day old chicks	Increase day old chicks	Quality of day old chicks	10 million day old chicks produced per annum
Establish hatcheries	Hatcheries established	No. of hatched established	3x local hatcheries established and operated.
Establish commercial farms	Increased production to meet demand	No. of farms established	10x commercial farms productions established
Supply poultry meat	Increased supply of poultry meat	Quantity of meat supplied	20 tons of meat delivered
Supply poultry eggs	Increased egg supply and production	Quantity of egg supplied	Supply to meet annual demand
Establish abattoir and certified	Abattoirs established	No. of abattoirs established	5x abattoirs established
Reduce poultry meat imports	Reduced to meat target set by the NASP and MTDPIV	Percentage in reduction of meat imports	50% poultry meat imports reduced
Develop feed mills	Increased supply of stock feed	No. of mills established	3x feed mills developed
Poultry feed	Increased supply of stock feed	Quantity of feed supplied	50 tons of poultry feed delivered
Reduce poultry feed imports	Reduction in stock feed	Percentage in reduction	50% poultry feed imports reduced
Get certification	Meet ISO 9001 standards	Reports	Abattoirs certified
<b>Accountable Personal</b>		Managing Director and Senior Management	

**Note:** The plan target figures are requirements of the Section 2.15.3 of NASP 2024-2033 Implementation Plan and exclude the figures in brackets.



### 5.3.7 Key Result Area 5: Improve Piggery (Swine) Production

In according to Section 1.15.4 of NASP Implementation Plan states pig meat (pork) demand grow at about 2.7% in PNG. Local production of pig meat is about 80,000 tons per annum. PNG imports total of 23,700 tons of pig meat between 2017 and 2022, which averages 4,000 tons per annum. The up-scaling and out-scaling of commercial pig operations will ensure domestic markets are adequately supplied.

#### 5.3.7.1 KRA 5 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		Improved quality and quantity in livestock production and supply with sustainable best practices.	
<b>Program Objective:</b>		To facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry though piggery (swine) production	
<b>Expected Outcome:</b>		Highly developed lucrative livestock industry established.	
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Established breeder farms	Improved breeders	No. of farms established	20x breeder established
Source superior breeds	Breeders sourced and improved	No. of breeders sourced	Superior breeds sourced
Establish commercial farms	Increased production to meet demand	No. of farms established	10x commercial farms productions established
Supply pig meat	Increased supply of poultry meat	Quantity of meat supplied	100,000 tons of pig meat delivered
Establish abattoir	Abattoirs established	No. of abattoirs established	5x abattoirs established
Reduce pig meat imports	Reduced to meat target set by the NASP and MTDPIV	Percentage in reduction of meat imports	50% pig meat imports reduced
Develop feed mills	Increased supply of stock feed	No. of mills established	3x feed mills developed
Piggery feed	Increased supply of stock feed	Increased supply of stock feed	Quantity of feed supplied
Reduce poultry feed imports	Reduction in stock feed	Percentage in reduction of feed imports	50% poultry feed imports reduced
Get certification	Meet ISO 9001 standards	Reports	Abattoirs certified
<b>Accountable Personal</b>		Managing Director and Senior Management	

### 5.3.8 Key Result Area 6: Improve Apiculture (Honey) Production

In according to Section 1.15.5 of NASP Implementation Plan stipulates the significance of Apiculture industry in PNG. It is stagnant due to the following factors: bee keeping, honey production, processing and by-product development to supply domestic demands.

Domestic demand for honey is 200,000 kg per annum. Imports met 50% of the demand in the country while local production of honey is about 20,000 kg per annum, which only meet 10% of the demand. There is a gap of 40% in the domestic demand to meet. Available data showed that total production between 2001 and 2009 was 166,000 kg, which averages 4,000 kg per annum. Thus, LDC will participate in commercial development of the Apiculture to meet the requirements of MTDP IV and NASP to supply domestic market in PNG and as well as export.



### 5.3.8.1 KRA 6 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>	Improved quality and quantity in livestock production and supply with sustainable best practices.		
<b>Program Objective:</b>	To facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry through honey production		
<b>Expected Outcome:</b>	Highly developed lucrative livestock industry established.		
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Conduct assessment and feasibility studies	Assessment completed and reports submitted	No of assessments conducted	1x study conducted throughout the honey producing provinces
Partnership agreements with stakeholders	Refer Section SPA 5.5 Partnerships	No of agreements	Partnership agreements signed
Establish breeder farms	Improved breeds	No. of breeder farms	20 breeder farms established
Source superior queen breeds	Breeders sourced and improved	No. of breeders sourced	Superior breeds sourced
Establish commercial farm	Increased production to meet demand	No. of farms established	Commercial farm established
Establish honey extraction facilities	Extraction facilities into operational	No. of extraction facilities	5x honey extraction facilities established
Produce honey	Increasing honey production in PNG	Quantity of honey produced	100 tons of honey produced
Create export market	Market secured and exports done	Market reports Quantity of sales	Export market created
Reduce honey imports	Imports reduced	Percentage of honey imports reduced	50% of honey imports reduced
<b>Accountable Personal</b>		Managing Director and Senior Management	

### 5.3.9 Key Result Area 7: Biosecurity - Improve Animal Health and Welfare

LDC will ensure that all biosecurity measures are covered when handling livestock and livestock products within the country and abroad. It is a requirement under Chapter 1 KRA 8 of NASP. LDC will sign MOU with NAQIA and other regulatory bodies within PNG and overseas to control pests and diseases.

Increasing the local livestock production requires animal biosecurity and quarantine requirements and protocols to be followed, animal health and welfare systems to be improved and administered, modernized abattoirs certified and operationalised, post entry quarantine established and operationalised.



### 5.3.9.1 KRA 7 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>	Improved quality and quantity in livestock production and supply with sustainable best practices.		
<b>Program Objective:</b>	To facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry through establishment of biosecurity measures		
<b>Expected Outcome:</b>	Highly developed lucrative livestock industry established.		
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Training and awareness conducted to key staff	Skills improved	Number of trainings done	5x training and awareness on Biosecurity
Support research and development for animal pest and disease control (biosecurity), by enhancing disease prevention and control in close collaboration with NAQIA.	Reduced incidences of animal diseases.	% reduction of disease incidences.	60% reduction by 2027.
		% awareness of animal disease, prevention and control.	50% increase in awareness.
		% of responsiveness to animal disease outbreak.	80% responsiveness
		% reduction in livestock movement control.	50% reduction.
		% reduction in trans-boundary animal diseases (TAD).	60% reduction in TADs.
Enhance surveillance systems.	Enhanced I.D and reporting of animal diseases.	% increase in animal disease identification.	50% increase in animal disease identification by 2027.
Develop and implement AITS	Functional AITS	Number of operational AITS	Animal ID & Traceability System (AITS) operational 2026.
Enhance bio-security programmes.	Enhance regional boundary control of animal disease vectors.	No. of regional control points established.	8 regional control points established by 2027.
		No. of quarantine facilities established	5 animal quarantine facilities established and in operation by
Enhance animal disease diagnosis	Improved animal health / disease facilities.	No. of animal health facilities operationalised.	4x animal health facilities established and operationalised by 2027.
Strengthen institutional collaboration on animal welfare.	Enhanced institutional collaboration in animal welfare.	% increase in institutional collaboration.	50% enhancement in institutional collaboration by 2027.
Increase public awareness on animal security and welfare.	Increase public awareness on animal security and welfare.	No. of awareness on animal security and awareness.	100 awareness programs undertaken by 2027.
Support compliance in animal safety and welfare.	Enhanced compliance in animal safety and welfare	No. of animal safety and welfare compliance checks.	10,000 checks undertaken by 2027.
<b>Accountable Personal</b>		Managing Director and Senior Management	



### 5.3.10 Key Result Area 8: Livestock Management Information Systems

Data and information management is critical; over the year this was not effectively being management and critical data brings loss and unavailable to be used for policy makers and decision-making purposes. Chapter 1 KRA 12 of NASP requires data and information to be effectively managed with better systems.

#### 5.3.10.1 KRA 8 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>	Improved quality and quantity in livestock production and supply with sustainable best practices.		
<b>Program Objective:</b>	To facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry through establishment LMIS		
<b>Expected Outcome:</b>	Highly developed lucrative livestock industry established.		
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Develop and implement livestock management information systems (LMIS)	Access to information improved		LMIS established operational and used for key staff
Enhance the National Livestock Epidemiology and IMS	Enhanced management of animal health and marketing info	% increase to animal health and marketing information	50% increased access to animal health and marketing information
Promote development of LMIS.	Improved	LMIS established	LMIS established by 2027
Training conducted on how to use LMIS	Increased access to livestock information.		4x training conducted on LMIS
<b>Accountable Personal</b>		Managing Director and Senior Management	

### 5.3.11 Key Result Area 9: Improve Marketing of Livestock Products

In accordance with Section 2.15 of NASP Implementation Plan 2024-2033 the target is to reduce imports of livestock products including beef, dairy, poultry and honey. LDC will develop and comprehensive business and marketing plan to ensure these are targets achieved by 20230.

#### 5.3.11.1 KRA 9 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>	Improved quality and quantity in livestock production and supply with sustainable best practices.		
<b>Program Objective:</b>	To facilitate the growth of a smart, sustainable, commercialised and diversified livestock industry through development of business and lives plan		
<b>Expected Outcome:</b>	Highly developed lucrative livestock industry established.		
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Develop business plan and marketing strategies	Marketing improved	Business and marketing plan	Business and marketing plan developed by 2026



Deliver livestock products to markets	Beef, dairy, poultry products improved	Quantity and quality of livestock products	30,000 beef produced and delivered to markets in PNG
Measure import reduction	Reduction in imports of beef, dairy, poultry and honey	Percentage of import reduction of all livestock products	50% reduction achieved
<b>Accountable Personal</b>		Managing Director and Senior Management	

### 5.3.12 Key Result Area 10: Enhance Livestock Value Chain

LDC will improve and enhance livestock value chain by working in collaboration with partners indicated in Section 5.5.

#### 5.3.12.1 KRA 10 Strategies, Results, Measures and Plan Targets

<b>Strategic Result:</b>		Improved quality and quantity in livestock production and supply with sustainable best practices.	
<b>Program Objective:</b>		To enhance livestock value chain	
<b>Expected Outcome:</b>		Increased number of small-scale farmers participating in the livestock value chain.	
<b>Strategy</b>	<b>Intended Results</b>	<b>Measure (KPI)</b>	<b>Plan Target and Dateline</b>
Livestock-based processing and manufacturing promotion.	Livestock-based processing and manufacturing capacity strengthened.	Number of livestock SMEs involved in agro-processing and manufacturing	1,500 SMEs involved in agro-processing and manufacturing by 2027
Provide Agri-business development services.	Access to Agri-business development services by small and medium scale farmers increased.	Number of small and medium scale farmers.	1,500 agribusinesses having access to marketing services by 2027 (disaggregated by the type of agri-business, male / female owners)
Encourage value chain linkages.	Smallholder farmers integrated into commercial value chains.	The number of smallholder farmers integrated.	1,500 smallholder livestock farmers integrated into commercial value chains by 2027.
Promote diversification of livestock products.	Livestock product range increased	The number of smallholder farmers diversifying into livestock products.	1,500 smallholder livestock farmers by 2027
<b>Accountable Personal</b>		Managing Director and Senior Management	



## 5.4 SPA 4: Establish Livestock Industry Authority

### 5.4.1 Objective

To establish livestock industry authority to effectively regulate livestock industry in PNG and become a leader of livestock products in Western Pacific region.

### 5.4.2 Requirements and Deficiency Statement

Initially LDC was established with the mandate to generate revenue for the Independent State of Papua New Guinea by commercial beef cattle production through its ranches and abattoirs. The National Government through Department of Agriculture and Livestock (DAL) performed the role of regulator.

### 5.4.3 Key Result Area:1 Establish Livestock Industry Authority

LDC will play a significant role by assisting the Ministry of Livestock facilitation and providing resources for establishment of the Livestock Industry Authority.

#### 5.4.3.1 KRA 1 Strategies, Results, Measures and Targets

<b>Strategic Result:</b>		Livestock Industry Authority established and industry regulated	
<b>Program Objective:</b>		To establish the Livestock Industry Authority to regulate the livestock industry in Papua New Guinea.	
<b>Expected Outcome:</b>		Livestock Industry Authority established and operational and industry regulated	
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Developing the Livestock Industry Authority Bill	Authority Bill for review by NEC and Parliament	NEC submission by Minter for Livestock	1x submission by Minister
		Submission to Salaries and Conditions Monitoring Committee	1x submission of my LDC MD
		Workshops	No of workshop held
Develop Livestock Policy	Policy framework will support Authority Bill System established and operations	Livestock Policy	1x livestock policy developed by 2026
Establish management systems for Livestock Industry Authority		Workshops	No of workshop held
		Polies	5x internal policies developed by 2028
		Finance systems	Financial systems established
Recruitment of Top Management	Management Team established	HR systems	HR polices and system established by 2030
		Chief Executive Officer	1x CEO recruited
		Senior Management	3x top management recruited
		Staff	Staff recruited and
<b>Accountable Personal</b>		HR Manager and Managing Director	

### 5.4.4 Key Result Area 2: Migrate Payroll Data to AIRH System

LDC to ensure that the Authority's payroll data and information are migrated to the National Government's Ascender IHR payroll systems.



#### 5.4.4.1 KRA 2 Strategies, Results, Measures and Targets

<b>Strategic Result:</b>		Livestock Industry Authority established and industry regulated	
<b>Program Objective:</b>		To migrate the Authority's payroll data to the National Government's Ascender Human Resources Payroll System payroll system	
<b>Expected Outcome:</b>		All Livestock Industry Authority staff paid through Ascender Human Resources Payroll System payroll system	
<b>Strategy</b>	<b>Intended Results</b>	<b>Measure (KPI)</b>	<b>Plan Target and Dateline</b>
Create and allocate GL account and transfer payroll data to AIHRPS	The SCMC approval and allocation of GL account	Creation of GL Account	GL created by Treasury
		Approval of GL Account	Approval done for payroll data migrations
		Upload organisational structure and configure payroll data	Organisational structure uploaded and payroll data configured
Review and transfer of resources including assets from LDC to the Authority.	Approval of Assets to Authority	Review and resources transferred to the Authority.	Assets successfully transferred
<b>Accountable Personal</b>		HR Manager, Finance Manager and Managing Director	



Figure 12: Sagalau cattle ranch and pasture improvement program in Madang



## 5.5 SPA 5: Partnerships and Stakeholder Collaborations

### 5.5.1 General Objective

To strengthen relationship stakeholders and partners both in PNG and overseas to improve and maintain the sustainable growth of livestock industry in PNG

### 5.5.2 Requirements, Deficiency Statement and Potentials

In order for LDC to become sustainable and deliver the aspirations and expectations of the National and Government, Ministry of Livestock and NASP partnerships and stakeholder collaborations is vital for livestock industry.

Benefits of partnership and stakeholder relationships:

- (a) Improve livestock productivity through collaboration with research institutions, universities, and private sector partners to access innovative technologies and best practices within PNG, Australia, China and USA.
- (b) Enhance market access by partner with buyers, processors, and exporters to improve market access and increase sales of livestock products.
- (c) Strengthen value chain in collaboration with suppliers, farmers, and other stakeholders to improve the efficiency and competitiveness of the livestock value chain in the Western Pacific region.
- (d) Improve capacity building programs by working in partnership with training institutions and experts to build the capacity of LDC staff and farmers.
- (e) Access to funding through partnership with donors, investors, and financial institutions to access funding for livestock development projects.

### 5.5.3 Key Result Area 1: Engagement with International Partners

LDC will leverage partnerships and networking to drive growth, innovation, and sustainability in the livestock industry with international partners improve the performance of livestock industry in PNG.

#### 5.5.3.1 KRA 1 Strategies, Results, Measures and Targets

<b>Strategic Result:</b>	Improved livestock industry through effective collaborations with key partners and stakeholders		
<b>Program Objective:</b>	To strengthen relationships with international partners in supplier of breeders, skills training, research and developed and equipment supply.		
<b>Expected Outcome:</b>	Improved livestock industry through collaborations with international partners		
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Partnership with breeder suppliers in Austria and New Zealand	Agreements signed with breeders and supply to LDC	Number of MOUs signed. Number of breeders supplied reports	2x MOU signed
Farm Training Organisations in Australia and New Zealand	Agreement signed and farm trainings done for LDC staff in both	Number of MOUs signed. Number of training Reports	3x MOU signed



	Australia and New Zealand		
Livestock capability and research and developments	Agreement signed and effective research conducted	Number of MOUs signed. Number of research done Reports	1x MOU signed
Capacity Building in Down Stream Processing Infrastructure in China	Agreement signed, equipment and processing infrastructure secured	Number of MOUs signed. Number of equipment and facilities secure. Reports	1x MOU signed
<b>Accountable Personal</b>		Managing Director and Board of Directors	

#### 5.5.4 Key Result Area 2: Engagement with PNG Stakeholders and Partners

LDC will work with key stakeholders including Provincial Governments, District Development Authorities, farmers, farmer cooperative societies and associations to develop and improve beef cattle, dairy cattle, poultry, piggery and honey production. LDC will create market avenue for farmers and cooperative societies and associations within PNG and international markets. All activities be done in accordance with legally binded agreements including MOUs and MOAs.

##### 5.5.4.1 KRA 2 Strategies, Results, Measures and Targets

<b>Strategic Result:</b>	Improved livestock industry through effective collaborations with key partners and stakeholders		
<b>Program Objective:</b>	To strengthen relationships with stakeholders and partners within PNG to support supply of breeders, skills training, research and development, extension and equipment supply.		
<b>Expected Outcome:</b>	Improved livestock industry through collaborations with partners and stakeholders.		
Strategy	Intended Results	Measure (KPI)	Plan Target and Dateline
Agreement between LDC and Provincial Governments	Agreements signed with breeders supplied to LDC	Number of MOUs signed. Number of breeders supplied reports	10x MOUs signed by 2028
Agreement between LDC and District Development Authorities	Create access to land, rehabilitate abattoirs, livestock etc.	Number of MOUs signed. Reports	10x MOU signed by 2028
Agreement between LDC and Private Commercial Organisations	To improve breeders and provide access to marketing	Number of MOUs signed. Reports	1x MOU signed by 2027
Agreement between Farmer Groups	Improved skills and enhanced marketing and increased production to meet demand.	Number of MOUs signed. Reports	1x MOU signed by 2027
Agreement between LDC and NARI	Demand-driven research improved	Sign MOU	1x MOU signed by 2026
MOU with DHERST	Livestock Curriculum developed	Sign MOU	1x MOU signed by 2026
MOU with NAQIA	improved biosecurity	Sign MOU	1x MOU signed by 2026
<b>Accountable Personal</b>		Managing Director and Board of Directors	



# CHAPTER 6

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## SUSTAINABLE FINANCING MODEL





## 6.1 Current Sources of Funding and Expenditure

The current sources of funding for LDC include the following:

- (a) The Government of Papua New Guinea (GoPNG)
- (b) Internal revenue generations

## 6.2 Funding MTDP IV 2023-2027

### 6.2.1 Funding from GoPNG, DSIP and PSIP

Table 13 shows MTDP IV 2023-2027 Annex 2 Strategies and Implementation Plan the livestock investment budget allocation is K340 million for the period of first five years. LDC will have access to secure these funds between 2026 and 2027 until MTDP V 2028-2032 comes into effect. This strategic plan will be reviewed in 2028 to align with and meet the requirements of MTDP V 2028-2032.

Table 13: Annex 2 Livestock, Aquaculture and Apiculture Budgets Requirements

DIP Link	Investment Programs	2023 (K'mil)	2024 (K'mil)	2025 (K'mil)	2026 (K'mil)	2027 (K'mil)	Total (K'mil)	Funding Source
1.1	1. National Livestock Development Program	3.0	50.0	50.0	50.0	50.0	230.0	GoPNG/PPP
1.9	2. Rehabilitating and building new abattoirs	0.0	10.0	20.0	20.0	10.0	60.0	GoPNG/PPP
1.1	3. Establishment of commercial animal feed farm	0.0	15.0	20.0	10.0	5.0	50.0	GoPNG/PPP
<b>Annual Total</b>		<b>3.0</b>	<b>75.0</b>	<b>90.0</b>	<b>80.0</b>	<b>65.0</b>	<b>340.0</b>	

Source: MTDP IV 2023-2027 (Section 1.1.8)

### 6.2.2 Potential Funding Sources

Some potential sources of funding identified by MTDP IV 2023-2027 include Provincial Services Improvement Program (PSIP) and District Services Improvement Program (DSIP) by working with the Provincial Governments and District Development Authorities through partnership agreements.

## 6.3 Funding from NASP 2024-2033

In accordance with Section 6.7 of NASP the fundings sources for agriculture sector including LDC include the following:

- (a) GoPNG
- (b) Budget support from Development Partners (DPs)
- (c) Technical Assistance from DPs
- (d) Co-financing with private sector
- (e) Beneficiary contributions
- (f) Internal revenue/non-tax revenue
- (g) Loans and grants received from international financial institutions.
- (h) Bilateral agreements.



## 6.4 Sustainable Internal Revenue Plans

In accordance with Section 5.1.4 of this plan, **Comprehensive Business and Marketing Plan** will be developed and approved by the Board to seriously generate internal review for sustainability of LDC. The target is to reach break-event point before on GoPNG funding verses and internal revenue before 2030.

## 6.5 Budget Requirements 2025-2030

This expenditure budget indicated in Table 14 is based on figures in Section 1.1.8 of MTDP IV indicated in Section 6.2.1 of this plan.

Table 14: Budget requirements 2025-2030

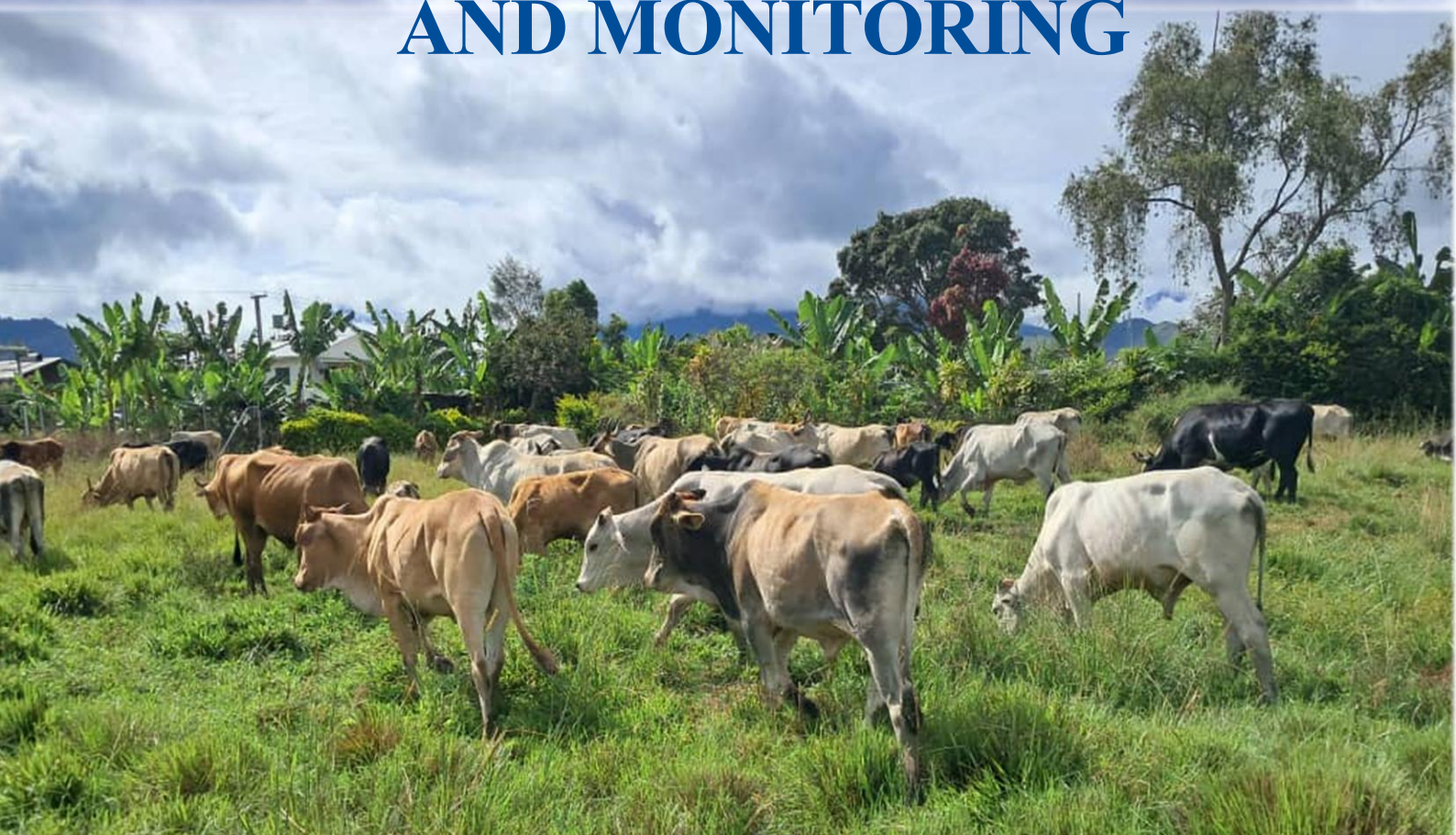
No	Strategic Priority Areas (SPAs) and Key Results Areas (KRAs)	Time in Years and Costs in Millions						Total (PGK) Millions
		2025	2026	2027	2028	2029	2030	
<b>1.0</b>	<b>ENHANCE INSTITUTIONAL CAPACITY AND GOVERNANCE</b>							
1.1	KRA 1: Review and Improve LDC Governance Systems	0.1	0.1	0.1	0.1	0.1	0.1	0.6
1.2	KRA 2: Review Constitution and Board Committees	0.1	0.1	0.1	0.1	0.1	0.1	0.6
1.3	KRA 3: Safety and Quality Management	0.1	0.1	0.1	0.1	0.1	0.1	0.6
	<b>Sub Total</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>1.8</b>
<b>2.0</b>	<b>FACILITATE GROWTH OF LIVESTOCK INDUSTRY IN PNG</b>							
2.1	KRA 1: Skills and Capacity Development	0.1	0.1	0.1	0.1	0.1	0.1	0.6
2.2	KRA 2: Research and Development	0.1	0.1	0.1	0.1	0.1	0.1	0.6
2.3	KRA 3: Strengthen Extension and Advisory Services	0.1	0.1	0.1	0.1	0.1	0.1	0.6
2.4	KRA 4: Improve Infrastructure	10	20	20	20	20	10	100
2.5	KRA 5: Improve Farm Equipment and Resources	0.3	0.3	0.3	0.3	0.3	0.3	1.8
	<b>Sub Total</b>	<b>10.5</b>	<b>20.9</b>	<b>20.9</b>	<b>20.9</b>	<b>20.9</b>	<b>10.5</b>	<b>104.6</b>
<b>3.0</b>	<b>SUSTAINABLE HIGH QUALITY LIVESTOCK PRODUCTION</b>							
3.1	KRA 1: Improve Farmer Access to Finance for Production and Supply	0.1	0.1	0.1	0.1	0.1	0.1	0.6
3.2	KRA 2: Improve Beef Cattle Production	15	15	15	15	15	15	90
3.3	KRA 3: Improve Dairy Cattle Production	15	15	15	15	15	15	90
3.4	KRA 4: Improve Piggery Production	10	10	10	10	10	10	60
3.5	KRA 5: Improve Poultry Production	10	10	10	10	10	10	60
3.6	KRA 6: Improve Honey Production	1	1	1	1	1	1	6
3.7	KRA 7: Biosecurity - Improve Animal Health and Welfare	0.1	0.1	0.1	0.1	0.1	0.1	0.6
3.8	KRA 8: Livestock Management Information Systems	0.01	0.01	0.01	0.01	0.01	0.01	0.06
3.9	KRA 9: Improve Marketing of Livestock Products	0.1	0.1	0.1	0.1	0.1	0.1	0.6
3.10	KRA 10: Enhance Lives Value-Chain	0.1	0.1	0.1	0.1	0.1	0.1	0.6
	<b>Sub Total</b>	<b>51.41</b>	<b>51.41</b>	<b>51.41</b>	<b>51.41</b>	<b>51.41</b>	<b>51.41</b>	<b>308.46</b>
<b>4.0</b>	<b>ESTABLISH LIVESTOCK INDUSTRY AUTHORITY</b>							
4.1	KRA 1: Establish Livestock Industry Authority	1	1	1	1	1	1	6
4.2	KRA 2: Transfer of payroll data to GoPNG	0.1	0.1	0.1	0.1	0.1	0.1	0.6
	<b>Sub Total</b>	<b>1.1</b>	<b>1.1</b>	<b>1.1</b>	<b>1.1</b>	<b>1.1</b>	<b>1.1</b>	<b>6.6</b>
<b>5.0</b>	<b>PARTNERSHIPS AND STAKEHOLDER COLLABORATIONS</b>							
5.1	KRA 1: Engagement with international partners	0.1	0.1	0.1	0.1	0.1	0.1	0.6
5.2	KRA 2: Engagement with PNG stakeholders and partners	0.1	0.1	0.1	0.1	0.1	0.1	0.6
	<b>Sub Total</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>1.8</b>
	<b>TOTAL COST (MILLIONS)</b>	<b>63.51</b>	<b>63.51</b>	<b>63.51</b>	<b>63.51</b>	<b>63.51</b>	<b>63.51</b>	<b>381.06</b>



# CHAPTER 7

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## MILESTONES, REPORTING AND MONITORING





## 7.1 Phases of Transformation and Milestones

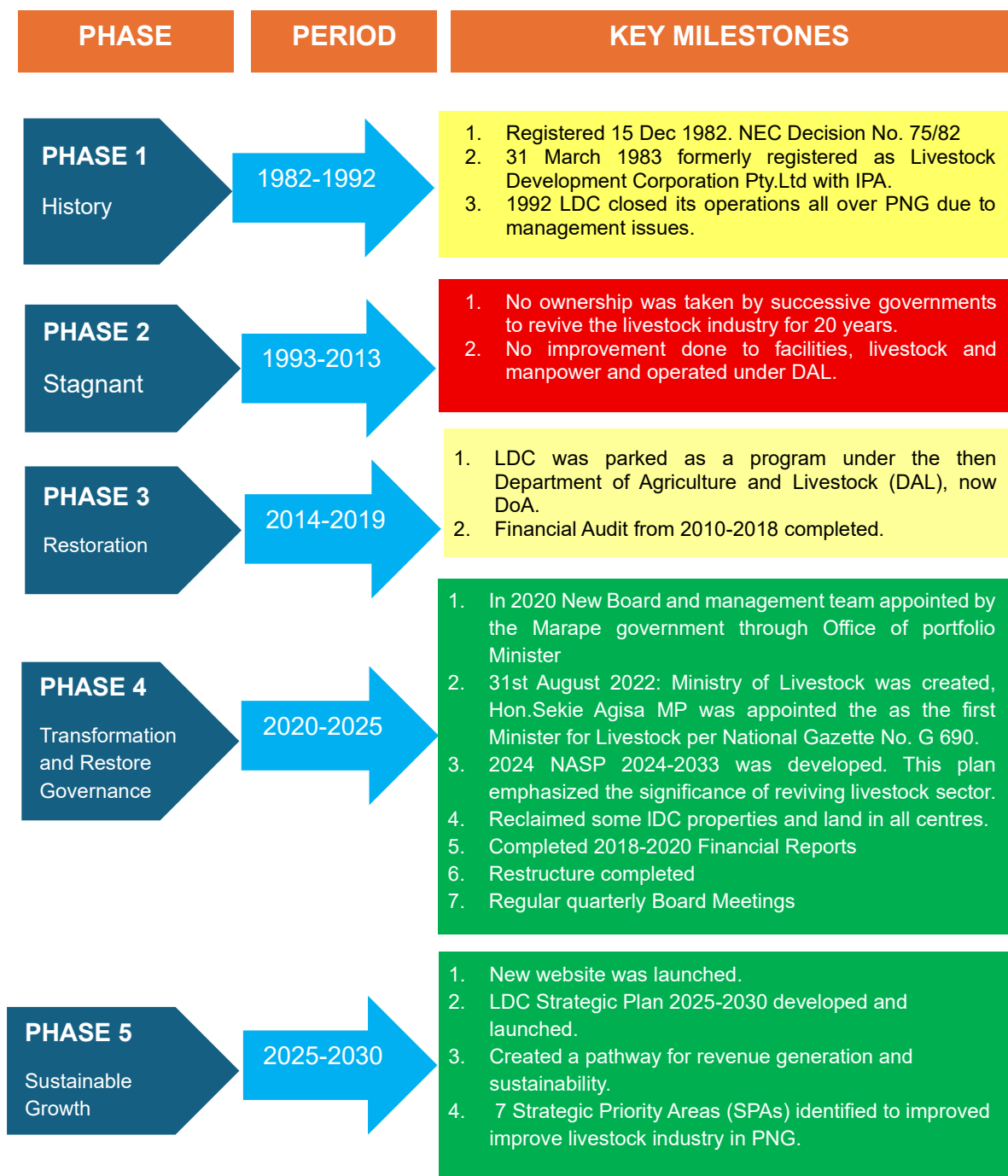


Figure 13: The phases of transformation and milestones

## 7.2 Annual Action Implementation Plan and Tracker

The LDC senior management is accountable for development of the Annual Implementation Plan and actions shall be tracked through an action tracker. These must be developed together with budget for the following years' operations and reviewed at the end of each in accordance with M&E framework indicated in Appendix 7.



### 7.3 Reporting Performance Targets

The Divisional Managers will be providing sectional performance reports to Senior Management and Managing in accordance with specific reporting template provided. Consolidated report shall be provided to the Board by the Managing Director in each quarterly Board meetings.

The types of reports to be provided:

- (a) Monthly Reports
- (b) Termly Reports.
- (c) Annual Reports.

### 7.4 Monitoring and Evaluation Framework

The internal evaluation and monitoring framework is discussed in detailed in Appendix 09. The M&E will be reported together with annual reports indicated in Section 7.2. The reviews shall be done at the end of each year and structural review in accordance with MTDP V in 2028.



Figure 14: Sagalu Cattle Range in Madang



## GLOSSARY

TERMS	DEFINITIONS AND APPLICATION IN LDC CONTEXT
District Service Improvement Program	District Service Improvement Program is a funding source for the district to sustain its service delivery in the district.
Land Reclamation	Process involved in reclaiming land and assets owned by LDC and currently being occupied by the illegal settlers.
Medium Term Development Plan	Medium Term Development Plan is a 5-Year Investment Plan that guides the resource allocations and investment in the country. It translates the PNG Strategic Development Plan into a rolling 5-Year investment plan.
Stakeholders	<p>Individuals or groups with a vest interest in LDC's activities, decisions, and outcomes. These include - Farmers and livestock producers, Employees, Customers (buyers, consumers), Government agencies (DoA), Local communities and farmers, farmer associations and Farmer Cooperative Societies.</p> <p>Stakeholders may influence or be impacted by LDC's decisions, but they may not necessarily be directly involved in operations. They have vested interests, had different goals and participated in information agreements.</p>
Partners	<p>Individuals or organizations that collaborate with LDC to achieve shared goals and objectives. These include - Research institutions, Private sector companies (e.g., feed manufacturers, veterinary pharmaceutical companies), Government agencies (in collaborative projects), International organizations, NGOs (Non-Governmental Organizations).</p> <p>Partners work together with LDC to achieve mutually beneficial outcomes, often through formal agreements or contracts.</p> <p>Partners are actively involved in collaborative efforts, share goals and objectives with LDC and often have formal partnership agreements.</p>
Provincial Service Improvement Program	Provincial Service Improvement Program refers to the sources of development funding that is appropriated for all provinces for service delivery and routine maintenance.
PNG Development Strategic Plan	PNG Strategic Development Plan is a 20-year Strategic Plan with long term specific policy targets that translate Vision 2050. The plan aims to make PNG a middle-income country by 2030.
Public Private Partnership	Public Private Partnership is an investment or service delivery model that enhance the collaboration of Government and Private Sector to enhance service delivery and private sector investments.
Strategic Priority Areas	Strategic Priority Areas are MTDP IV policy priorities of the Government where actions of both the Government and its Development Partners will be pulled into alignment under this framework.
Value-centered	Creating value through innovation, quality and collaboration, delivering value to the customers, partners and stakeholders. Building strong relationship base on trust, respected and shared values, and unlocking value for sustainable future of the livestock industry in PNG.



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# APPENDICES





## Appendix 1: National Gazette No.690

National Gazette

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No. G690—31st August, 2022

### Determination of Titles and Responsibilities of Ministers—continued

#### SCHEDULE 26—MINISTER FOR AGRICULTURE

Column 1	Column 2	Column 3	Column 4
AIYE TAMBUA	MINISTER FOR AGRICULTURE	All the matters related to the functions of – (a) Department of Agriculture; and (b) Special Agriculture and Business Development Project (SABDP); (c) National Agriculture Quarantine and Inspection Authority; (d) National Agriculture Research Institute; (e) Cocoa Appeal Committee; and (f) Cocoa and Coconut Research Institute; and (g) Kokonas Industri Koporesen; and (h) Papua New Guinea Cocoa Industry Board; and (i) Papua New Guinea Spice Industry Board; and (j) Rubber Board.	<i>National Agriculture Research Institute Act 1996.</i> <i>National Agriculture Quarantine and Inspection Authority Act 1997.</i> <i>Cocoa Act (Chapter 388) (other than the powers relating to international trade).</i> <i>Copra Act (Chapter 211).</i> <i>Kokonas Industri Koporesen Act 2002.</i> <i>Licenses Act (T.N.G) (Chapter 112) (insofar as it relates to the grant of a copra buyers license).</i> <i>Cocoa Act (Chapter 388) (other than the powers relating to international trade).</i> <i>Copra Act (Chapter 211).</i> <i>Kokonas Industri Koporesen Act 2002.</i> <i>Licenses Act (T.N.G) (Chapter 112) (insofar as it relates to the grant of a copra buyers license).</i> <i>National Agriculture Research Institute Act (Chapter 165).</i> <i>Plant Disease and Control Act (Chapter 220).</i> <i>Rubber Act (Chapter 222).</i> <i>Spice Industry Act 1989.</i>

#### SCHEDULE 27—MINISTER FOR LIVESTOCK

Column 1	Column 2	Column 3	Column 4
SEKIE AGISA	MINISTER FOR LIVESTOCK	All the matters related to – (a) Livestock Development Corporation; and (b) Veterinary Surgeon Board.	<i>Animals Act (Chapter 329) (except Part V.3).</i> <i>Animal Disease and Control Act (Chapter 203) (other than powers relating to international trade).</i> <i>Slaughtering Act (Chapter 238).</i>

#### SCHEDULE 28—MINISTER FOR OIL PALM


Column 1	Column 2	Column 3	Column 4
FRANCIS MANEKE	MINISTER FOR OIL PALM	All the matters related to Oil Palm Industry Corporation.	<i>Oil Palm Industry Corporation Act 1992.</i> <i>Palm Oil Industry (Biella Project Reorganisation) Act (Chapter 364) (all provisions except Ss.20, 22, 24, and 27(1)).</i>

#### SCHEDULE 29—MINISTER FOR COFFEE

Column 1	Column 2	Column 3	Column 4
JOE KULI	MINISTER FOR COFFEE	All the matters related to Coffee Industry Corporation.	<i>Coffee Industry Corporation (Statutory Functions and Powers) Act 1991.</i>



## Appendix 2: National Gazette for Appointment of Directors



**National Gazette**  
PUBLISHED BY AUTHORITY  
(Registered at the General Post Office, Port Moresby, for transmission by post as a Qualified Publication)

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**No. G703]      PORT MORESBY, THURSDAY, 22nd OCTOBER      [2020**

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*Companies Act 1997*  
And  
Constitution of Livestock Development Corporation Limited

**REVOCATION OF APPOINTMENT OF ACTING MANAGING DIRECTOR AND APPOINTMENT OF  
MANAGING DIRECTOR, CHAIRMAN, DEPUTY CHAIRMAN AND DIRECTORS OF THE LIVESTOCK  
DEVELOPMENT CORPORATION LIMITED**


I, **JOHN SIMON**, Minister for Agriculture and Livestock, by virtue of the powers conferred by the *Independent Companies Act 1997* and the Constitution of Livestock Development Corporation Limited and all other powers me enabling, hereby—

- (a) revoke *National Gazette* No. G592 in its entirety; and
- (b) appoint **TERRY KOIM** as Managing Director of the Livestock Development Corporation Limited, for a period of three (3) years; and
- (c) appoint the following persons as Directors of the Livestock Development Corporation Limited for a period of five (5) years—
 

**DANIEL KOMBUK  
MARTIN C. GINYARU  
TERRY KOIM  
IAN MOPAFI  
KONNEV SAMUEL; and**
- (d) appoint **DANIEL KOMBUK** as Chairman of the Board of Director; and
- (e) appoint **MARTIN C. GINYARU** as Deputy Chairman of the Board of Director,

with effect on and from the date of publication of this instrument in the *National Gazette*.

Dated this 22nd day of October, 2020.

  
**J. SIMON,**  
 Minister for Agriculture and Livestock.

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Printed and Published by C. Lentrut, Government Printer,  
Port Moresby.—703.



## Appendix 3: Media Articles Related to LDC Achievements

 [www.thenational.com.pg](http://www.thenational.com.pg)

The National — Friday, November 6, 2020

**Business** | 43

### Livestock company back in business after a decade

THE Livestock Development Corporation (LDC) can now undertake its business functions after the swearing-in of its board members after a lapse of 10 years.

They are Department of Agriculture and Livestock secretary Daniel Kombuk as chairman, managing director Terry Kolm, deputy chairman Martin Ginyaru, Ian Mopafi and Konney Samuel.

Agriculture and Livestock Minister John Simon said he was happy with the board composition.

"LDC in the past received funding but nothing to show for it," Simon said.

"They did not have a board to run LDC. I am very happy with our current board."

Simon said they had started the process in Erap, Morobe.

Kombuk said they would work with Simon and the Government.

"I want to assure the minister and everyone that we will do our best," Kombuk said.

Kolm said the board would take care of issues outstanding for a very long time.

LDC managing director Terry Kolm (left), deputy board chairman Martin Ginyaru and chairman Daniel Kombuk sworn in as board members.



Three men in suits are standing behind a table. The man on the left is holding a laptop, the man in the middle is holding a small object, and the man on the right is holding a piece of paper. They appear to be in a formal setting, possibly a press conference or a meeting.

### Plans to stop beef import

THE Government aims to stop the import of beef by producing its own supply, says Agriculture and Livestock Minister John Simon.

Simon said during the swearing in of the Livestock Development Corporation (LDC) board that the country imported 14,000 tonnes of beef a year.

He said the Government planned to revive the livestock sector to meet domestic demand through the LDC.

Secretary for the Department of Agriculture and Livestock and LDC chairman Daniel Kombuk said: "LDC activities has scaled down drastically over the years and we have a lot of work to do."

"Actually, today you cannot see any cattle in Papua New Guinea."

"We only have a few stocks and we need to beef up the livestock activities in Papua New Guinea."

Kombuk said K300 million was spent on importing beef annually which was a lot of money.

"These are big challenges for us."

"All our cattle ranches have been run down but we are trying to revive all."

Kombuk said there was a submission to the National Executive Council to establish a cattle quarantine facility in Central.



## Appendix 4: Photos of Achievements between 2020-2025



**Left to Right:** Former DAL Secretary Daniel Kombuk, Former DAL Minister Hon. John Simon talking to Media and landowner of Baiyer Cattle Ranch in 2022.



**Above:** Registered Surveyor Mr. Xavier Eko conducting land survey and remapping of boundaries at Wariman Abattoir in 2023 as part of Land and Asset Reclamation Program. **Below:** Perimeter fencing





Eviction of illegal residents at Konfarm Abattoir and surveying of land boundary in progress in 2024



**Above:** Final remains of Abattoir facility and staff houses at Konfarm. **Below:** New farm equipment and vehicle supplied to LDC centres.





1x Toyota Utility Landcruiser and 6-ton truck delivered at Erap, Madang and Highlands as part of the equipment and resource improvement program.



**Above:** New tractor implements delivered at Erap, Madang and Highlands and **Below:** Vehicle and Tractor delivered for Launakalana Este, Rigo as part of the equipment and resource improvement program.





Bihute Abattoir and Cattle Ranch rehabilitated and into operation in 2024. This is part of the nationwide rehabilitation and improvement programs commenced in 2021.



Zuguru cattle ranch perimeter fence improved (640 ha).



Above and below Zuguru cattle ranch paddock improved.





## Appendix 5: Risk Management Tracker

This register shall be reviewed by the Audit, Risk and Compliance Committee on quarterly basis and provide status report to the Board in the quarterly Board meetings.

COMMON RISKS	RISK DESCRIPTION	RISK LEVEL ANALYSIS				RISK CONTROL STRATEGIES	RISK MONITORING
		Red Alert	High	Medium	Low		
Non-Compliances	No policies SOPs					New policies developed	Quarterly Annually
Lack of Risk Management System	Nil OHSE management systems					Risk policies, Manuals SOPs developed	Quarterly Annually
Fire Hazards	No controls					Risk register	Annually
Natural Disasters	No plans					Risk register	Annually
Legal Actions	No controls					Risk register	Annually
Lack of Quality Management Systems	No SMS policy and systems					Risk register	Quarterly Annually
Land grabbing by communities	Local landowner threats					Risk register	Quarterly
Political Interference	Local MPs and Ministers					Risk register	Annually
Civil unrest	No emergency plans					Emergency plan	Annually
Land occupied by illegal settlers	Hostile reactions from settlers					Reclamation programme	Annually
Lack of internal revenue generations	Limited revenue Poor management					Business plan developed	Quarterly
Changes in government priorities and fundings	Government policy changes					Risk register and monitor	Annually



## Appendix 6: Transition Provisions – LDC to Livestock Industry Authority

### TRANSITION PROVISIONS – LIVESTOCK DEVELOPMENT LTD TO LIVESTOCK INDUSTRY AUTHORITY

<b>(A) THE LIVESTOCK INDUSTRY AUTHORITY:</b>	
(1)	Shall be a body corporate with perpetual succession; and
(2)	Shall have a common seal; and
(3)	Can sue and be sued in its corporate name; and
(4)	May take, accept, purchase, acquire, hold, charge or dispose of movable property and immovable property; and
(5)	May borrow money through the Department of Treasury; and
(6)	Shall be responsible for policy advice to the Minister; and
(7)	Shall perform functions or acts for the furtherance of its corporate interests and objectives; and
(8)	Shall be independent in the performance of its functions, duties and exercise of its powers and shall not be subject to the direction or control of any person or Authority.
<b>(B) STAFF OF THE LIVESTOCK INDUSTRY AUTHORITY:</b>	
(1)	The incumbent LDCL Managing Director automatically becomes Head (MD) of the inaugural Livestock Industry Authority.
(2)	The Managing Director shall create an organizational structure of the Authority and must recruit staff of the Authority in accordance with the procedures approved by the Board.
(3)	The Managing Director may dismiss an employee of the Authority in accordance with approval of the Board.
(4)	The Managing Director and the employees recruited under (2) above constitute the Staff of the Authority.
(5)	The Managing Director shall direct and control the employees of the Authority.
(6)	The Staff of the Authority, including the Managing Director, are not Officers of the National Public Service.
(7)	There shall be a Chief Operating Officer (COO) to assist the Managing Director in looking after the industry operations, policy, and regulations, freeing up the Managing Director to focus on strategic planning and execution of Government policies. The COO shall report directly to the MD and shall be considered second in the chain of command.
<b>(C) EMPLOYEES OF LIVESTOCK DEVELOPMENT CORPORATION LTD</b>	
(1)	A person, who, immediately before coming into operation of the Livestock Industry Authority, held a position with Livestock Development Corporation Ltd, shall be deemed to be an employee of the Authority in the same or equivalent position or category of employment, on the same terms and conditions of employment.



(2)	Until such time that the Managing Director makes a decision on the future appointment of the Authority's staff, all LDCL staff shall become unattached and occupy positions on the Livestock Industry Authority's structure in acting capacities, equivalent to positions and employment terms that they last occupied at LDCL.
(3)	Existing terms and conditions shall continue to apply during the transition period and all years of service shall continue and all entitlements accrued with LDCL shall be deemed to be entitlements accrued in the Authority, which shall become the liability of the Authority.
(4)	Upon confirmation to a position on the Livestock Industry Authority organization structure, the former LDCL staff members shall be given the <u>option</u> either (1) to be paid out their service entitlements accrued up to the date of their new appointment, or (2) to continue their years of service and be paid out by the Authority when they exit.
(5)	Former employees of LDCL who are not assigned positions with the Livestock Industry Authority shall be paid out their final entitlements by the Authority and their employment terminated forthwith.
(D)	<b>TRANSFER OF ASSETS</b>
(1)	All assets, estates, titles, interests and liabilities both in and on to any property and assets which, immediately before coming into operation of the Livestock Industry Authority, was vested with the Livestock Development Corporation Ltd, shall continue to remain the property of Livestock Development Corporation Ltd, held on behalf of the Independent State of Papua New Guinea.
(E)	<b>LIVESTOCK DEVELOPMENT CORPORATION LIMITED</b>
(1)	LDC shall have an organization structure of its own, continue to remain as a separate entity and operate as a Company within the livestock sub-sector as per NEC Decision 75/82.
(2)	LDC shall enter into partnership and joint venture arrangements with the local private sector and foreign investors to conduct its operations in the livestock sub-sector.
(3)	The COO shall, in the interim, be the Head of LDCL and shall have full oversight on all LDCL personnel, assets, estates, titles, interests and liabilities both in and on to any property and assets.



## Appendix 7: Monitoring and Evaluation Framework

### STRATEGIC PRIORITY AREA 1: ENHANCE INSTITUTIONAL CAPACITY AND GOVERNANCE

OBJECTIVE AND OUTCOME	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported
Objective 1								
Outcome 1			0 %	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 2			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 3			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 4			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports

### STRATEGIC PRIORITY AREA 2: FACILITATE GROWTH OF LIVESTOCK INDUSTRY IN PAPUA NEW GUINEA

OBJECTIVE AND OUTCOME	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported
Objective 2								
Outcome 1			0 %	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 2			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 3			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 4			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports



### STRATEGIC PRIORITY AREA 3: SUSTAINABLE HIGH QUALITY LIVESTOCK PRODUCTION

OBJECTIVE AND OUTCOME	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported
<b>Objective 3</b>								
Outcome 1			0 %	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 2			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 3			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 4			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports

### STRATEGIC PRIORITY AREA 4: ESTABLISH NATIONAL LIVESTOCK AUTHORITY

OBJECTIVE AND OUTCOME	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported
<b>Objective 4</b>								
Outcome 1			0 %	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 2			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 3			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 4			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports



## STRATEGIC PRIORITY AREA 5: PARTNERSHIPS AND STAKEHOLDER COLLABORATIONS

OBJECTIVE AND OUTCOME	INDICATOR	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported
Objective 5								
Outcome 1			0 %	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 2			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 3			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports
Outcome 4			0%	100%	LDC Records	Yearly for 5 years	MD, Senior Management	Annual Reports



## Appendix 8: Balanced Scorecard For Ministry of Livestock and LDC

### MINISTRY OF LIVESTOCK AND LIVESTOCK DEVELOPMENT CORPORATION LIMITED 2025 – 2030 BALANCED SCORE CARD

<b>VISION</b>	<b>SMART, SUSTAINABLE AND VALUE-CENTERED INDUSTRY IN PAPUA NEW GUINEA</b>				
<b>MISSION</b>	To develop, promote and support a smart, sustainable and value – centred livestock industry in PNG that will maximize financial returns for all livestock farmers and contribute to the Government's broader social and economic aspirations.				
<b>STRATEGY PRIORTY AREA</b>	Enhance Institutional Capacity and Governance	Facilitate Growth of Livestock Industry in PNG	Sustainability High Quality Livestock Production	Establishment of Livestock Industry Authority	Partnership and Stakeholder Collaborations
<b>STRATEGIC RESULTS</b>	LDC to be well-structured organisation supported by appropriate policies and legislative frameworks.	Well established and highly developed livestock industry in Papua New Guinea	Improved quality and quantity in livestock production and supply with sustainable best practices.	Livestock Industry Authority established and industry regulated	Improved livestock industry through effective collaborations with key partners and stakeholders

SPA	KEY RESULT AREAS	STRATEGIES	MEASURE	PLAN TARGETS & DATELINE
1				
2				
3				
4				
5				





## Appendix 9: Source of Photo and Credits

Special credit to the following people for supplying the photos:

### Cover Page:

- **Bottom:** ~~Cattle grazing at Tiaba Farm in the National Capital District.~~
- **Top:** Second shipment of 164 cattle from Lae to Launakalana Estate in Rigo dated 24<sup>th</sup> August 2023. The first batch of 56 cattle was shipped in from Sialum in December 2022. The cattle were brought in specifically for breeding.

Chapter 1:

Chapter 2:

Chapter 3:

Chapter 4:

Chapter 5:

Chapter 6:

Chapter 7:

### Backpage:

Cattle grazing at Kon Farm near Highlands Agriculture College, border between Jiwaka and Western Highlands Provinces. Supplied by Gogla Samson Par and Watson Siarit.



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**WHERE**  
we are



MINISTRY OF LIVESTOCK



LIVESTOCK DEVELOPMENT  
CORPORATION LIMITED

# STRATEGIC PLAN 2025 - 2030